AI.

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Julius Bär
Julius Bär

TOP 10 WOMEN IN AI

VODAFONE
Transforming data centre infrastructure

EVOBITS
Supporting Europe's demand for AI

AI UNLEASHED

INNOVATION AT THE LIMIT

How Google and Formula E are producing the most exciting, AI-powered racing in the world

project44 Google Cloud

WHITEPAPER

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UNLEASHING AI TO PUSH THE BOUNDARIES OF PERFORMANCE

It's quite fitting that, in a magazine focused on AI adoption and its transformative power, we feature a sport like Formula E. Speed, excitement, pushing the boundaries of what's possible through innovation – they're all themes at the heart of the world's love affair with artificial intelligence and its capabilities.

For Formula E, its partnership with Google Cloud to deploy the Vertex AI platform across the series is a step-change. It supercharges performance, brings better ways to engage the audience, increases innovation and, according to Formula E CEO Jeff Dodds, produces "some of the most exciting racing in the world".

They're themes that translate easily to the many enterprises and organisations that feature in this issue, too. We speak with Vodafone and Evobits, both of which are making strides in the kinds of infrastructure and services essential for satisfying demand for AI.

With that demand comes an increase in spend, according to Capgemini's Steven Webb, who talks with us about the surge in enterprise Gen AI investment as small language models gain traction. We also consider impact, too. Specifically how AI is transforming supply chains. There's a lot to be excited about.

> ***"Speed, excitement, pushing the boundaries of what's possible through innovation – all themes at the heart of our growing love affair with AI"***

MARCUS LAW

Marcus Law

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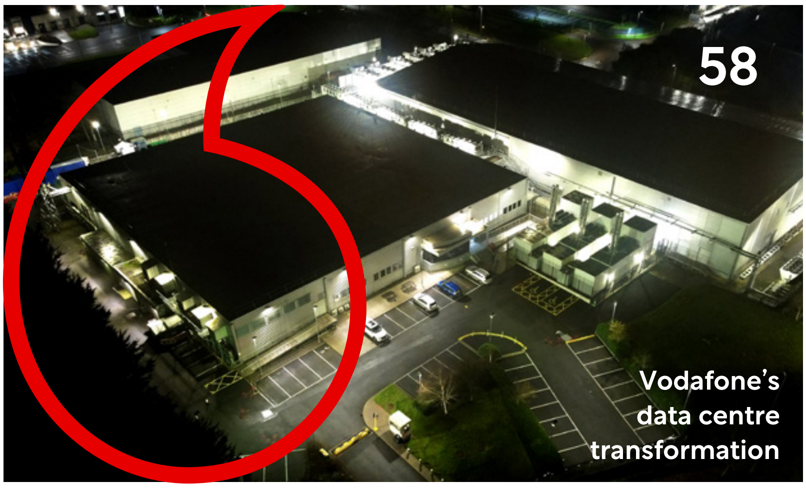
CEO,
Zycus



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Brightcove

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AI Magazine looks at the latest executive appointments and departures driving innovation and strategic success

WRITTEN BY: MATT HIGH

DEEPAK AGARWAL

JOB FROM: **VP OF AI, PINTEREST**

JOB TO: **CHIEF AI OFFICER, LINKEDIN**

LinkedIn has appointed Deepak Agarwal as its Chief AI Officer, marking his second tenure leading AI at the business, having previously held the role of Vice President of AI. In his new role Deepak will ensure LinkedIn's AI innovations are not only cutting-edge, but also ethical, inclusive, human-centric and empathetic.

> "Nothing gives me more joy in my professional life than building technology that has a meaningful impact on the world"

OVES

Deepak Agarwal,
Chief AI Officer,
LinkedIn,

Sandy Venugopal,
Chief Information Officer,
CoreWeave

Brad Novak,
Chief Information Officer,
DXC Technology

PEOPLE MO

SANDY VENUGOPAL

JOB FROM: **CHIEF INFORMATION OFFICER, SENTINELONE**

JOB TO: **CHIEF INFORMATION OFFICER, COREWEAVE**

CoreWeave has appointed Sandy Venugopal as Chief Information Officer, responsible for leading the company's IT and digital transformation strategy and building a strong foundation to support its hyper growth and scaling needs. With over 20 years' experience, Sandy will also work closely with clients to ensure delivery of cutting-edge solutions.

BRAD NOVAK

JOB FROM: **CHIEF TECHNOLOGY OFFICER, BARCLAYS**

JOB TO: **CHIEF INFORMATION OFFICER, DXC TECHNOLOGY**

Brad Novak has been appointed as Chief Information Officer at leading Fortune 500 technology services provider DXC Technology. Formerly of Barclays, Brad brings 30 years' experience in financial services to DXC and will be responsible for strategically embedding AI across its infrastructure, and integrating platforms and processes to improve efficiency.

Jane Rheem,
Chief Data and AI Officer,
Sidley

OVES

JANE RHEEM

JOB FROM: **CHIEF DATA AND ANALYTICS OFFICER, ZURICH NORTH AMERICA**

JOB TO: **CHIEF DATA & AI OFFICER, SIDLEY**

Global law firm Sidley has welcomed Jane Rheem as Chief Data & AI Officer. Rheem, who previously held the role of Chief Data and Analytics Officer at Zurich North America, will lead the strategic alignment and execution of advanced technologies including data, analytics and AI, and launch Sidley's Data Strategy 2025.

TOP 10 WOM

Despite AI reshaping industries, leadership remains largely male-dominated. AI Magazine highlights the Top 10 women who are changing that

WRITTEN BY: MARCUS LAW

Behind the headlines about AI capabilities and corporate deployments lies an industry grappling with representation. Women occupy a fraction of AI research positions and developer roles, their presence diminishing further up the corporate ladder where key decisions about technology direction are made.

This imbalance ripples through the technology itself. AI systems inherit their worldview from training data, which in turn reflects the perspectives and priorities of their architects. When leadership lacks diversity, the resulting technology risks perpetuating existing biases rather than breaking them down.

Yet change is brewing. In this issue, AI Magazine spotlights the Top 10 Women in AI.

EN IN AI

10

Mira Murati,
Founder,
Thinking Machines Lab

MIRA MURATI

ROLE: **FOUNDER**
COMPANY: **THINKING MACHINES LAB**

Mira Murati is a leading AI researcher and former CTO – and briefly interim CEO – at OpenAI, where she played a key role in the development of ChatGPT and DALL-E. In late 2024, she founded Thinking Machines Lab, a startup focused on AI safety research.

Mira has been a vocal advocate for ethical AI and AI alignment, ensuring that AI systems are developed with safety and transparency in mind. A mechanical engineer by training, she has extensive experience in AI model development and deep learning applications.

OpenAI

WATCH NOW
Where We Go From Here with OpenAI's Mira Murati

09

DANIELA AMODEI

ROLE: **PRESIDENT**
COMPANY: **ANTHROPIC**

Daniela Amodei is the President of Anthropic, an AI research company focused on AI safety and responsible AI development. A co-founder of Anthropic, she has been instrumental in leading the company's development of Claude, one of the most advanced AI large language models.

Prior to joining Anthropic, Daniela worked at OpenAI, where she focused on AI alignment and governance. Her leadership at Anthropic has positioned the company as a key player in AI safety research, working to create more transparent and controllable AI systems.

ANTHROP\C

WATCH NOW
Anthropic President
on Google Partnership,
Outlook

Daniela Amodei,
President,
Anthropic

Technology.
MAGAZINE

TOP 100 WOMEN 2025

COMING SOON

Keep Updated ›

08

DANIELA BRAGA

ROLE: **CEO**
COMPANY: **DEFINED.AI**

Daniela Braga is the Founder and CEO of Defined.ai, which specialises in AI data solutions and synthetic data generation. With a PhD in Speech Recognition and extensive expertise in computational linguistics, she has been instrumental in advancing NLP and voice AI technologies.

Daniela has played a significant role in shaping global AI policies, contributing to regulatory discussions on AI ethics. She was a key advisor to the White House National AI Initiative and has been recognised as one of the most influential women in AI.

Daniela Braga,
CEO,
Defined.ai

DEFINED.AI

WATCH NOW
Ethical AI
manifesto

07

DENA AL MANSOORI

ROLE: **GROUP CHIEF AI AND DATA OFFICER**
COMPANY: **e&**

Dena Al Mansoori serves as the Group Chief AI and Data Officer at e&, formerly known as Etisalat Group. In this role, she leads the organisation's AI and data strategy across 38 countries, focusing on revolutionising customer experiences, unlocking new revenue streams and optimising internal operational efficiencies.

Prior to this, Dena was the Group Chief Human Resources Officer at e&. Before joining e&, she founded WhiteBox HR, an AI tech company specialising in analytics and machine learning.

Dena Al Mansoori, Group Chief AI and Data Officer, e&

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Delivering Societal and Economic Impact with LLMs and Agentic Systems – AI House Davos 2025

06

JAIME TEEVAN

ROLE: **CHIEF SCIENTIST**
COMPANY: **MICROSOFT**

Jaime Teevan is the Chief Scientist at Microsoft, where she leads AI research initiatives focused on productivity, automation and human-AI collaboration. With a background in information retrieval and machine learning, Jaime has pioneered AI-powered tools within Microsoft 365, revolutionising workplace efficiency.

A longtime advocate for the ethical and responsible use of AI, Jaime has worked on guidelines ensuring Microsoft's AI systems are fair, transparent and user-friendly, and frequently publishes research on AI's impact on work culture and digital collaboration.

Microsoft

WATCH NOW

Thrive with AI:
Lead like a Scientist –
Jaime Teevan Bett UK
2024 Keynote

Jaime Teevan,
Chief Scientist,
Microsoft

05

JOELLE PINEAU

ROLE: **VP OF AI RESEARCH**
COMPANY: **META**

Joelle Pineau is the VP of AI Research at Meta, leading its efforts in AI innovation, open-source AI models and ethical AI development. A specialist in reinforcement learning and deep learning, she has played a critical role in advancing Meta's AI capabilities.

Joelle has been a strong advocate for transparency in AI research, pushing Meta to make AI systems more accessible to the broader scientific community. Prior to joining Meta, she was a professor at McGill University and co-director of the Reasoning and Learning Lab.

Joelle Pineau,
VP of AI Research,
Meta

WATCH NOW

Building Connections Through Open Research: Meta's Joelle Pineau

04

DEBBIE WEINSTEIN

ROLE: **PRESIDENT EMEA**
COMPANY: **GOOGLE**

Debbie Weinstein serves as President of Google in the EMEA region, overseeing AI strategy, innovation and market expansion. With a background in digital advertising and AI-driven marketing, she has played a key role in integrating AI into Googles advertising platforms.

Before taking on the EMEA leadership role in 2024, she held executive positions at YouTube and Google Ads, where she championed AI-powered content moderation and predictive analytics. She is a strong advocate for diversity in AI leadership and actively supports initiatives aimed at increasing female representation in the tech industry.

Google

WATCH NOW

Pull up a Chair with Bina Mehta: Debbie Weinstein, Vice President and Managing Director, Google UKI

Debbie Weinstein, President EMEA, Google

03

LILA IBRAHIM

ROLE: **CHIEF OPERATING OFFICER**
COMPANY: **GOOGLE DEEPMIND**

Lila Ibrahim is the Chief Operating Officer (COO) of Google DeepMind, one of the world's leading AI research labs. Since joining DeepMind in 2018, she has played a pivotal role in scaling operations, driving AI research strategy and ensuring the responsible development of AI.

Lila began her career at Intel, where she held multiple leadership positions over two decades, and later served as Chief Business Officer at Coursera. At DeepMind, Lila works closely with AI researchers and engineers to bring breakthroughs in deep learning, reinforcement learning and Gen AI into real-world applications.

Lila Ibrahim, Chief Operating Officer, Google DeepMind

WATCH NOW

Lila Ibrahim, Chief Operating Officer, Google DeepMind

Dr Fei-Fei Li,
AI Researcher
& Professor,
Stanford University

02

DR FEI-FEI LI

ROLE: **AI RESEARCHER & PROFESSOR**
COMPANY: **STANFORD UNIVERSITY**

Dr Fei-Fei Li is a world-renowned AI researcher, professor at Stanford University, and a pioneer in computer vision and deep learning. She co-founded the Stanford Human-Centered AI Institute and played a vital role in developing ImageNet, a dataset that revolutionised AI training methodologies.

In addition to her academic contributions, Fei-Fei has advised major tech firms and co-founded AI startups focusing on real-world AI applications. Her work has been fundamental in advancing AI ethics, advocating for the responsible use of AI in healthcare, education, and autonomous systems. Fei-Fei is a strong proponent of diversity in AI and has launched several initiatives aimed at increasing female participation in AI research. She frequently speaks at global AI conferences, shaping the conversation on the future of human-centred AI. Her contributions have earned her numerous awards and recognition as one of the most influential figures in AI.

Stanford

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With Spatial Intelligence, AI Will Understand the Real World – Fei-Fei Li – TED

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01

DR LISA SU

ROLE: **PRESIDENT AND CEO**
COMPANY: **AMD**

Dr Lisa Su is the President and CEO of AMD, a position she has held since 2014. Under her leadership, AMD has become a dominant force in the semiconductor industry, particularly in AI-driven chip technology. Lisa spearheaded the development of cutting-edge AI processors, competing with Nvidia and Intel in the race for AI-powered computing. Her leadership has helped transform AMD into a key player in cloud computing, data centres and AI acceleration, driving innovation in machine learning workloads.

She holds a PhD in Electrical Engineering from MIT and has authored over 40 technical papers. Lisa has been widely recognised for her contributions to AI and semiconductor advancements, earning a place on Forbes' Most Powerful Women in Tech lists. She is also a key advocate for diversity in STEM, promoting opportunities for women and underrepresented groups in engineering and AI research.

WATCH NOW
CEO of the Year Lisa Su Talks Competition and Collaboration in the Semiconductor Industry

TO READ MORE TOP 10s, CLICK HERE

Dr Lisa Su,
President and CEO,
AMD

MONTH IN NUMB

The IEA reports that global investment in clean energy projects approaches

US$2tn

ANNUALLY

Data centres currently consume

380TWh

OF ELECTRICITY GLOBALLY

accounting for approximately 1.4% of total global electricity usage

Google reported last year that its carbon emissions had soared

48%

over the past five years primarily due to the rise of AI

ERS

57%

of organisations tell IBM that AI technology had a significantly positive effect on the sustainability of their IT operations

Leading cloud providers with significant AI involvement have reported a

78%

increase in electricity usage since 2023

According to Accenture, AI could add

78 MILLION TONNES

OF CO_2 BY 2030

ZYCUS
DEEP VALUE PROCUREMENT AI

Zycus:
PIONEER
AGENTIC
in Procurement to Unlock Deep

ZYCUS

ING
C AI
o Value

WRITTEN BY:
AARON
MCMILLAN

PRODUCED BY:
GLEN
WHITE

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ZYCUS
horizon

Zycus is committed to delivering deep value and efficient procurement, through its cutting edge Merlin Agentic AI-powered source-to-pay solutions

Founded in 2001, Zycus has evolved from a procurement technology innovator to a global leader in AI-driven Source-to-Pay solutions. Under the leadership of its Founder and CEO Aatish Dedhia, the company has consistently pushed the boundaries of procurement technology, focusing on delivering deep value through innovative solutions that transform how organisations approach procurement.

"Zycus was founded with a clear mission: to simplify and transform procurement through technology," explains Aatish. "Back in 2001, the procurement landscape was largely manual and disconnected and our initial goal was to automate and bring efficiency to these processes. Over time, as the industry evolved, so did our mission. Today, we aim to empower procurement teams to become strategic enablers of business success and unlock deep value by leveraging advanced technology like AI Agents".

The Deep Value Plan: Revolutionising Procurement

At the core of Zycus' strategy lies its transformative Deep Value plan, which represents a fundamental shift in how organisations approach procurement.

"The Deep Value plan is at the heart of what Zycus stands for today," explains Aatish. "It's our commitment to delivering outcomes that go beyond surface-level efficiency gains. Instead of just automating tasks, the Deep Value plan focuses on unlocking strategic advantages such as deeper savings, increased efficiency, improved compliance, cost optimisation, risk mitigation and sustainability alignment."

This strategic initiative integrates advanced Agentic AI technologies across

ZYCUS
DEEP VALUE PROCUREMENT AI

Aatish Dedhia,
Founder and CEO,
Zycus

the Source-to-Pay cycle, enabling organisations to achieve:

- **Autonomous procurement:** Automating routine tasks to increase efficiency
- **Predictive intelligence:** Leveraging AI to forecast market trends and optimise sourcing strategies
- **Intelligent intake:** Utilising conversational AI to simplify interactions with procurement systems.

> **“We envision a future where human procurement professionals work seamlessly alongside AI agents for enhanced efficiency”**
>
> **AATISH DEDHIA,**
> FOUNDER AND CEO,
> ZYCUS

AATISH DEDHIA

TITLE: **FOUNDER AND CEO**

As the founder and CEO of Zycus, Aatish defines the vision and roadmap of all technology and innovation at Zycus. Aatish Dedhia started Zycus in 2001 with a vision to leverage technology to solve business problems. He harnessed the power of Artificial Intelligence technology for practical business purposes to create a powerful suite of solutions for the field of procurement. With the introduction of Agentic AI, Aatish is driving Zycus' mission to unlock Deep Value in procurement. Under his leadership, Zycus has emerged as the industry leader. Prior to Zycus, Aatish worked at Intel Corporation on the Pentium-II processor. Aatish has a B.Tech in Electrical Engineering from IIT Mumbai and an MS from Cornell University.

Innovation and R&D: Driving Technological Excellence

Innovation stands as a cornerstone of Zycus' philosophy, with the company allocating nearly 50% of its resources to R&D – an industry-leading investment that reflects their commitment to staying ahead of the curve. "In 2018, Zycus launched the complete Merlin suite of AI across the entire S2P suite, well ahead of the advent of ChatGPT," says Aatish. "This early lead with Merlin allowed us to build a large talent pool of AI professionals, representing the industry's largest investment in AI as a percentage of our workforce. We work closely with clients to understand their pain points and co-develop solutions that align with their goals."

The company maintains an AI Council comprising CPOs and industry leaders, representing over US$1tn in revenues, helping to validate its vision and strategy. This commitment to innovation is further strengthened through regular engagement with industry analysts at Gartner, Forrester, IDC and Hackett, ensuring its development path remains aligned with emerging trends and customer needs.

Agentic AI: Transforming Source-to-Pay Solutions

Zycus has embedded Agentic AI across its entire source-to-pay lifecycle, revolutionising how procurement teams operate. "AI Agents are a game-changer, transforming procurement into a strategic enabler unlocking real value," states Aatish.

At the core of Zycus, driving its evolution is the ability to anticipate and adapt to change. From building one of the earliest AI-driven procurement solutions to creating a fully integrated Merlin Agentic AI-powered S2P suite, its journey has been about staying ahead of the curve and addressing the dynamic needs of its customers. S2P remains a critical part of its focus, harnessing the power of Agentic AI across the S2P lifecycle. For example, the Merlin Negotiation Agent consistently delivers significant savings through autonomous negotiations.

"Our Merlin Intake Management solution is another standout," adds Aatish. "By guiding users to make compliant, cost-efficient purchases, it simplifies procurement from the first step. Its conversational AI, natural language enables policy compliance and brings unparalleled compliance and visibility."

Beyond Gen AI apps, Zycus is investing significantly in building autonomous AI agents on its Merlin Agentic Platform.

This seamless integration of Gen AI ensures that procurement teams save time, enhance decision-making and focus on strategic priorities.

With its current focus on Agentic AI, sustainability and autonomous procurement Zycus is committed to helping businesses achieve measurable deeper value and navigate the complexities of modern supply chains.

"At Zycus, we embed AI Agents across the S2P lifecycle," Aatish says. "For example, a Buyer Agent or an AP Agent will handle routine work, freeing the procurement team to think strategically and deliver real value".

Expanded Merlin Agentic AI Platform Capabilities

The Merlin Agentic AI Platform offers sophisticated capabilities that transform procurement operations:

Intelligent Intake Management

"Our Merlin Intake solution is a differentiator," Aatish explains. "The Merlin Intake Agent acts as an intelligent front door to procurement, effortlessly guiding business users through processes. This ensures significant value through proper buying channels and enhances user satisfaction and system adoption with conversational AI. It is the only Intake Management solution in the S2P space which is integrated with Microsoft Teams.

Advanced Contract Management

The suite's contract management capabilities leverage Gen AI to:

- Generate policy-compliant clauses automatically
- Analyse contract risks and opportunities
- Track compliance and performance metrics
- Facilitate faster contract negotiations through AI-powered recommendations
- Predictive analytics and risk management

Built-in predictive analytics capabilities enable organisations to:

- Forecast market trends and pricing movements
- Identify potential supply chain disruptions
- Optimise inventory levels and ordering patterns
- Monitor supplier performance and risk indicators

Proven Success through Strategic Partnerships

Zycus has established a robust ecosystem of strategic partnerships that enhance its technological capabilities and service delivery. The company collaborates with global leaders including:

- Strategic partners: Accenture, IBM, Infosys, KPMG and TCS
- Transformation partners: Deloitte, HCL, Tech Mahindra, Capgemini and Cognizant
- Technology partners: Amazon Web Services (AWS), OpenAI, Dun & Bradstreet, Ecovadis and Moody's

A notable example of these partnerships is the collaboration with Microsoft, which has enabled the integration of Zycus' Merlin Intake Management with Microsoft Teams, bringing procurement directly into professionals' daily workflows.

Sustainability and ESG Integration

Sustainability stands as a core pillar of Zycus' strategy.

Microsoft + OpenAI
Microsoft + ZYCUS
DEEP VALUE PROCUREMENT AI
10x

CLIENT SUCCESS STORIES

Zycus' impact is best illustrated through its successful implementations across various industries:

Heineken's Global S2P Roll-out:
Heineken, one of the largest global brewers, implemented Zycus' S2P suite to streamline procurement operations across its global supply chain. The implementation led to:

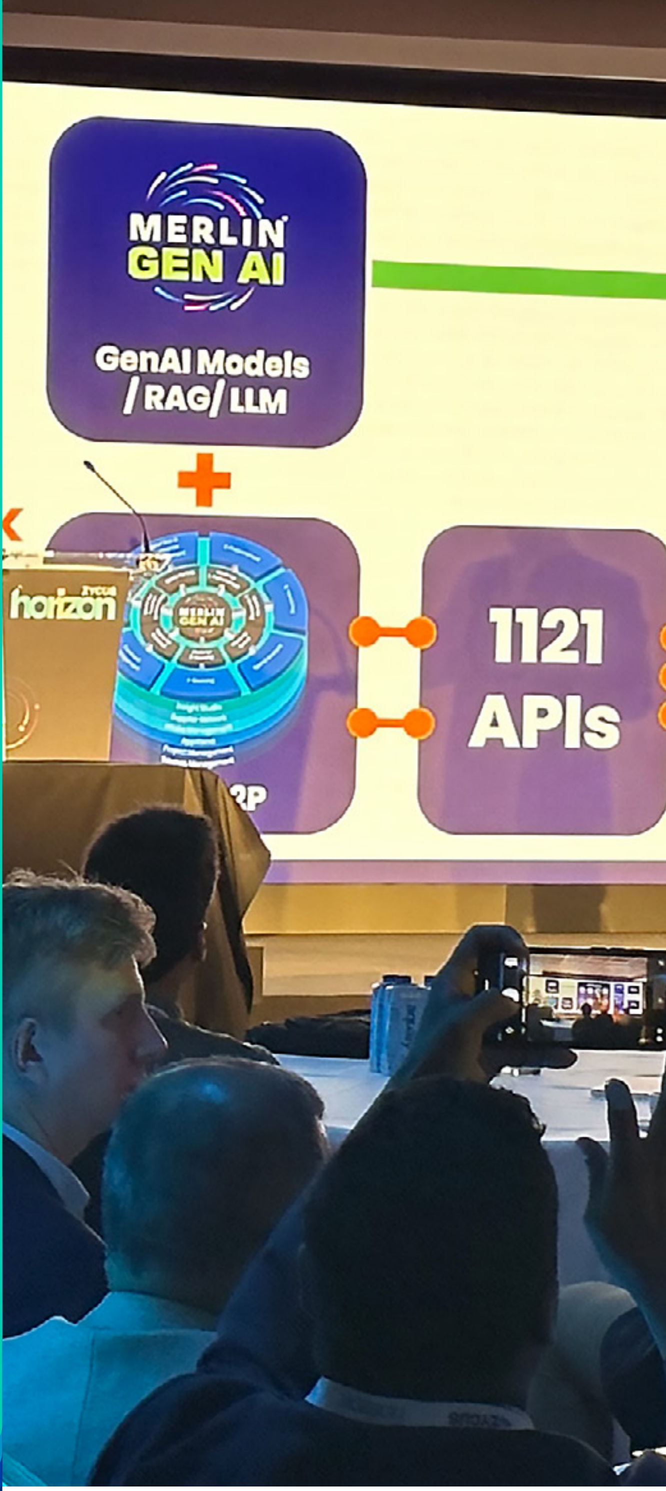
- 70 BUs using source-to-contract
- 36 BUs using procure-to-pay
- One audit-proof – global way of working
- Improved user feedback and better end user experience

Delta Air Lines' Modernisation
Delta Air Lines partnered with Zycus to modernise its procurement processes. Using Zycus' source-to-pay tools, Delta gained:

- 81% reduction in project cycle time
- 60% reduction in intake cycle time
- 60% increase in sourcing events

Porsche Cars North America's Procurement Transformation
Leading automobile manufacturer, Porsche Cars North America, Inc. added wheels to its procurement automation process with Zycus solutions and achieved:

- Greater transparency and visibility of projects across all stakeholders
- Higher efficiency and productivity in procurement processes
- Increased compliance between shared services functions across the organisation
- Improved user adoption among business and procurement users.



"Given our conviction in enabling a sustainable world," Aatish explains, "we launched Lythouse, our ESG management solution, which enables carbon analytics, green supplier collaboration, reporting and collaboration towards achieving ESG goals."

The Lythouse platform offers advanced sustainability features including:

- Carbon footprint tracking and analysis
- Supplier ESG performance monitoring
- Sustainability goal setting and tracking
- Collaborative sustainability initiatives
- Real-time ESG reporting and analytics.

Sustainability is embedded throughout the procurement lifecycle:

- Supplier selection criteria incorporating ESG metrics
- Automated sustainability compliance checking
- Green procurement recommendations
- Carbon impact analysis of sourcing decisions.

The Future of Procurement with Zycus

Looking ahead, Aatish envisions a transformative role for Agentic AI in procurement: "Over the next five years, Agentic AI will become the cornerstone of procurement innovation, enabling organisations to move beyond surface-level value and realise deeper value through strategic outcomes such as cost optimisation, risk mitigation, simplified processes and ensured compliance".

The company's commitment to autonomous procurement represents a paradigm shift in the industry. "We see autonomous procurement as the next frontier," Aatish emphasises, "where intelligent systems take on routine and repetitive tasks, allowing procurement

S2P Agents
Find Suppliers
Negotiate
Saving Opportunity
Create Event
Bid Analysis
Supplier Risk
Agent Orchestration
Negotiate Tail Spend
Agentic Flow 1
Renew Contracts
Agentic Flow 2

Aatish Dedhia,
Founder and CEO,
Zycus

professionals to focus on strategy and innovation. Imagine a scenario where purchase requisitions, supplier evaluations and even negotiations are handled autonomously by AI Agents. That's the future we're building toward."

"We envision a future where human procurement professionals work seamlessly alongside AI agents for enhanced efficiency. Picture a hybrid team of humans and AI agents. Zycus envisions agents that embody personas,

> **"We aim to empower procurement teams to become strategic enablers of business success by using advanced technology"**
>
> **AATISH DEDHIA,**
> FOUNDER AND CEO,
> ZYCUS

Intake Management
Bolt-on
S2P
SIM
SPM
CLM
Intake
More integration than Orc st on
Built-in
S2P
Risk Management
eProcurement
SIM
APIA
SPM
Spend Analysis
CLM
eSourcing
Intake
ded Intake management integral to S2P
horizon

THE MERLIN AGENTIC PLATFORM: UNLOCKING DEEP VALUE

The Merlin Agentic Platform represents Zycus' commitment to revolutionary procurement solutions. According to Aatish, the suite encompasses two core innovations:

Conversational AI Agent for Business Users

Merlin Intake: Serving as the "front door" to procurement, this intuitive interface guides users through purchase requests while ensuring compliance with organisational policies.

Autonomous Agents

Featuring Multi-Agents and Super Agents, this platform represents the cutting edge of autonomous procurement to drive speed and efficiency. For e.g. Autonomous Negotiation Agent is capable of negotiating contracts and managing supplier interactions in real-time.

taking on multiple tasks for specific roles. Over the past year, Zycus has invested in building the Merlin Agentic Platform. This platform balances autonomy with control, enabling organisations to harness AI while maintaining oversight of procurement processes."

Security and Compliance

In today's digital landscape, data security is of paramount importance. "Data security is non-negotiable," states Aatish. "Zycus adheres to global standards like ISO 27001 and SOC 2, with robust measures including encryption, multi-factor authentication and role-based access controls and beyond." The company's solutions feature comprehensive audit trails and policy compliance checks, ensuring adherence to regulatory requirements while providing peace of mind to customers.

Experience Zycus' Innovations at the Horizon Event

The upcoming Zycus Horizon event will showcase these groundbreaking advancements in procurement technology. Attendees will have the opportunity to experience firsthand how Zycus is reshaping the future of procurement through Agentic AI-powered solutions and autonomous procurement capabilities.

"We invite procurement professionals and industry leaders to join us at Horizon," Aatish says.

"It's a unique opportunity to explore the cutting-edge technologies that are transforming procurement and to engage with peers who are driving this evolution." After successful Horizon editions in the US and Europe, Zycus is now heading to South East Asia. Register now for the upcoming Zycus Horizon event and discover how businesses can leverage AI to revolutionise their procurement strategies.

Zycus stands at the forefront of procurement technology innovation, driven by its Deep Value plan, advanced Agentic AI solutions and unwavering commitment to sustainability. As organisations navigate increasingly complex procurement challenges, Zycus continues to provide the tools and capabilities needed to transform procurement from an operational function into a strategic driver of business success.

Through its comprehensive suite of solutions and dedication to innovation, Zycus remains committed to helping organisations achieve deeper value and strategic advantage in an evolving business landscape.

As Aatish concludes: "By staying agile and co-innovating with our customers through forums like AI Council and Customer Advisory Boards, Zycus ensures that procurement evolves as a strategic driver of business success." This commitment to innovation and customer success continues to position Zycus as a leader in the procurement technology industry, ready to meet the challenges and opportunities of tomorrow. ○

Steven Webb

CTIO UK, CAPGEMINI

UK innovation chief **Steven Webb** reveals 80% of companies increased AI investment as small language models gain traction in corporate sector

WRITTEN BY: MARCUS LAW

Steven Webb,UK
Chief Technology
& Innovation Officer,
Capgemini

Corporate spending on AI technologies reached record levels in 2024 as enterprises moved from testing to deployment, despite economic uncertainty and concerns about data privacy. The shift marks the first significant wave of operational AI implementation across major industries, from aerospace to retail.

For many enterprises, the transition from experimentation to implementation brings practical challenges in deploying AI systems across operations. Companies face hurdles in data governance, workforce training and integration with existing technology infrastructure.

But despite these challenges, research from Capgemini shows no sign of AI acceleration slowing down, with 80% of organisations increasing their investment compared to 2023.

This surge in spending arrives as companies face practical challenges in deploying AI systems across their operations, from ensuring data privacy to retraining workforces. The implementation push coincides with the emergence of smaller, specialised AI models designed for specific business functions.

According to Capgemini's UK Chief Technology and Innovation Officer Steven Webb, the firm's 'Gen AI in Organisations' research found not a single organisation had decreased their Gen AI investment, while 20% maintained existing spending levels. "The clear benefits are already being sowed with improved operational efficiency, enhanced customer experience and increased sales – all being reaped by early adopters," he told AI Magazine.

Experimentation shifts to operations

After two years of testing Gen AI capabilities, organisations now face implementation challenges. "While the past two years were focused on experimentation with the technology, businesses now need to operationalise AI," Steven says. "This has its own challenges as Gen AI is still an emerging technology and in its relative infancy. I see a lot of businesses that are struggling with how best to exploit the technology to drive business value."

"In my experience the key to emerging technology like Gen AI is it needs to be **adopted strategically within the organisation** to fully reap the benefits"

STEVEN WEBB,
CTIO UK,
CAPGEMINI

STEVEN WEBB

TITLE: UK CHIEF TECHNOLOGY & INNOVATION OFFICER

COMPANY: CAPGEMINI

INDUSTRY: CONSULTING AND IT SERVICES

Steven is an experienced technology leader and IT strategist who understands how to deliver strategic value, through innovation and transformation. He is responsible for leading Capgemini's UK Software Engineering, Architecture and Innovation communities.

88%

Aerospace and defence companies investing in generative AI, the highest across all sectors

82%

Organisations citing lack of AI expertise as barrier to scaling programmes

70%

Companies planning to implement multi-agent AI systems within three years

Steven, who brings over 20 years of technology industry experience, emphasises the importance of strategic adoption. "In my experience the key to emerging technology like Gen AI is it needs to be adopted strategically within the organisation to fully reap the benefits. This requires looking at its impact on IT infrastructure, data management, skills and even on existing business models and culture."

Corporate implementation of Gen AI reached 24% of locations or functions in 2024, up from 6% in 2023. Steven notes increasing grassroots adoption: "As recent technological developments have made public Gen AI tools more accessible to non-experts, there has also been grassroots adoption from employees bringing Gen AI tools into the working environment."

The shift towards smaller, more specialised AI models is also emerging as a focus for corporate technology teams. These streamlined versions of large language models like ChatGPT require less computing power and training data while targeting specific business functions.

Capgemini's report found that 24% of organisations currently use small language models, with 56% planning adoption within three years. "They are more cost-effective, and are faster to develop, scale and tailor to specific needs, making them efficient solutions for various industry- or business-specific applications," Steven notes.

Heathrow Airport and Eneco tap Capgemini for AI transformation

Early corporate adopters include Netherlands-based electric vehicle charging company Eneco eMobility, which integrated Microsoft's Digital Contact Centre platform to handle growing customer service demands. Steven says the implementation reduced agent training time from four hours to one hour and cut post-call administrative work by 50%.

At London's Heathrow Airport, Capgemini is deploying Gen AI for passenger services and e-commerce systems. The technology provides personalised assistance through AI agents. Steven says these implementations are "providing

HEATHROW'S AI TRANSFORMATION

Heathrow Airport is implementing generative AI across:

- **E-commerce systems**
- **Passenger services**
- **Personalised assistance**
- **Customer support**

> "We are working with Heathrow Airport to **boost its customer experience** through Gen AI"

STEVEN WEBB,
CTIO UK,
CAPGEMINI

a hyper-personalised experience through AI assistants, and unlocking a more bespoke and sensitive support system."

Industry adoption varies significantly across sectors. The aerospace and defence sector leads in generative AI investment at 88% of companies, while retail lags at 66%, according to Capgemini's research. Steven notes retail adoption is accelerating, with implementation rising from 17% to 40% in 2023. "Uses include customer-service interactions, trend analysis, enhancing user engagement, personalising customer experiences, and optimising retail strategies," he says.

"There are plenty of interesting examples of Gen AI innovation and the use cases will only become more varied as the technology continues to evolve."

Multi-agent collaboration emerges as priority

Multi-agent systems, which enable AI programmes to work together on complex tasks, represent an emerging focus. While 10% of organisations currently use these systems, 82% plan to implement them within three years.

"Unlike conventional AI systems, these agents can understand, interpret, adapt and act independently to collaborate with each other and complete a common task," Steven explains. He predicts AI systems will "transition from the role of supportive tool to that of independent agent with full execution capability."

> "In my experience the key to emerging technology like Gen AI is it needs to be **adopted strategically within the organisation** to fully reap the benefits"
>
> **STEVEN WEBB,**
> CTIO UK,
> CAPGEMINI

Skills gap threatens AI expansion

Corporate adoption faces constraints from talent shortages, with 70% of organisations citing limited AI expertise as an obstacle to scaling programmes. Steven says companies need tailored training approaches for different roles: "An entry-level employee, a seasoned professional, a data expert, and an engineer will all need different skills for their work."

Most organisations permit some workplace use of Gen AI tools, with only 3% implementing outright bans. However, Steven emphasises governance requirements: "We are moving at such pace with a relatively new technology so it's imperative

we have the guardrails in place to ensure Gen AI benefits society.

“To achieve this, enterprises need to establish a robust framework for data governance and management, and a culture of responsible adoption and trust to ensure reliable outcomes. This will also help organisations fortify against any potential cybersecurity threats that come with the use of Gen AI.”

Addressing misconceptions about AI impact

Steven challenges perceptions about AI’s impact on employment. “A common misconception about Gen AI is that it

> “We are moving at such pace with a **relatively new technology** so it’s imperative we have the guardrails in place to ensure Gen AI benefits society”
>
> **STEVEN WEBB,**
> CTIO UK,
> CAPGEMINI

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will displace workers, when in fact it can drive productivity and help prevent burnout for employees," he says.

Employee perceptions of AI are evolving, with 71% of organisations expecting AI agents to enable automation. Steven reports: "Trust is also improving. A majority (63%) would trust AI agents to analyse and synthesise data, while half would trust it to compose work-related emails."

Looking ahead, Steven predicts significant changes in coding practices: "60% of organisations agree that, within the next three to five years, AI agents will come to generate most of the coding within organisations.

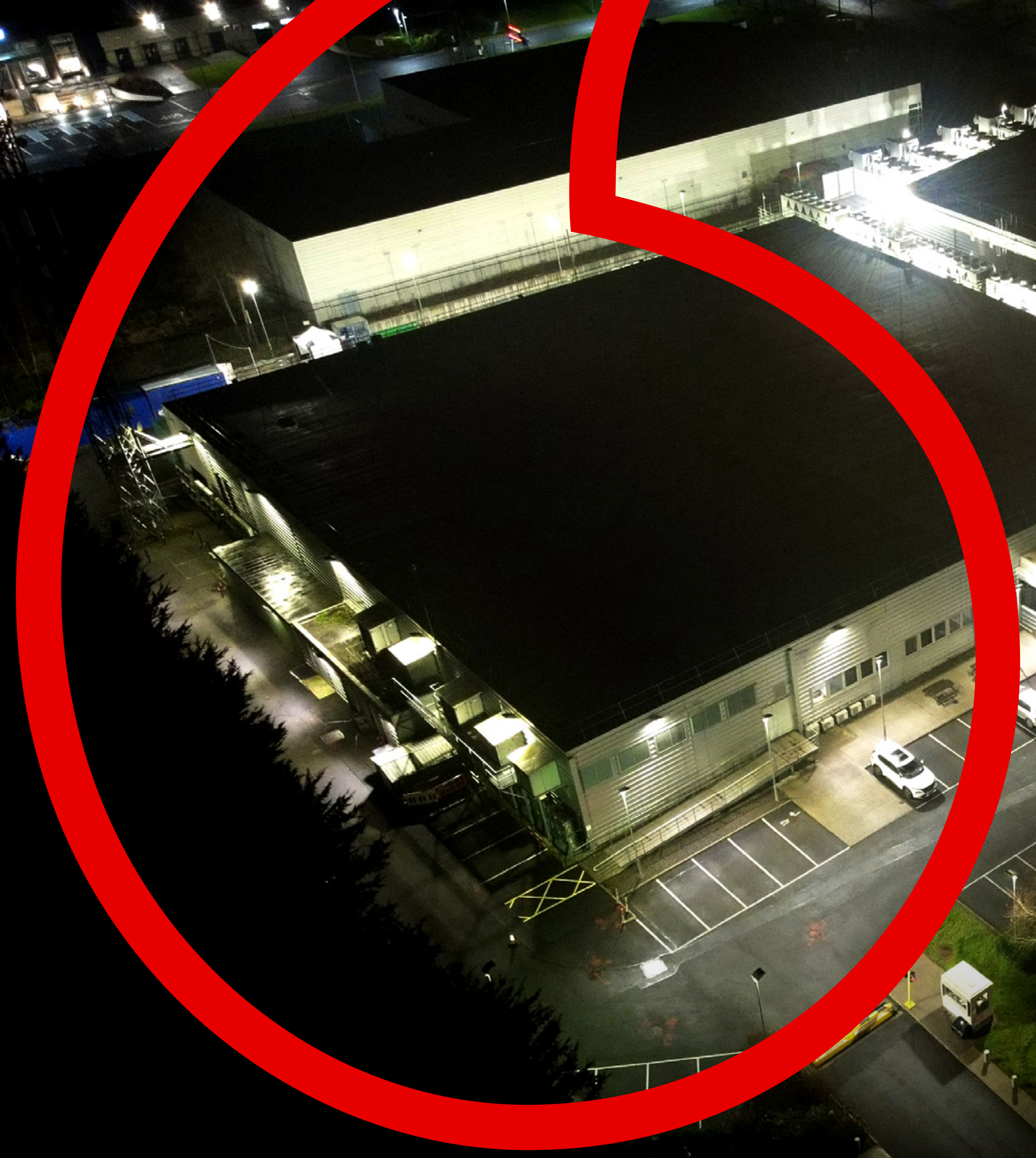
"While our data shows that perceptions around Gen AI are changing, work still needs to be done to improve trust and to equip workers with the right skills to use AI effectively."

Partnerships drive implementation

External partnerships prove critical for implementation, particularly for smaller companies lacking internal AI development resources. Steven reports 64% of organisations partner with IT vendors and consulting firms for AI initiatives.

"While an individual organisation will struggle to find the full range of resources required to capitalise on Gen AI, partnerships with technology providers combine complementary capabilities and strategic knowledge to navigate the complexities of developing and deploying AI-driven solutions, kickstarting innovation and cutting down time-to-market," he says.

Ethical considerations remain central to deployment. "Broad adoption of AI agents has given rise to significant ethical and social concerns around privacy, hallucinations, bias accountability, and transparency," Steven says. "Businesses should stay up to date on the latest advancements in Gen AI; consider engaging with ethical AI networks such as AI Ethics Lab to ensure safety is key; and use the right AI models to perform specific tasks to adhere to international data-privacy guidelines and regulations." ○



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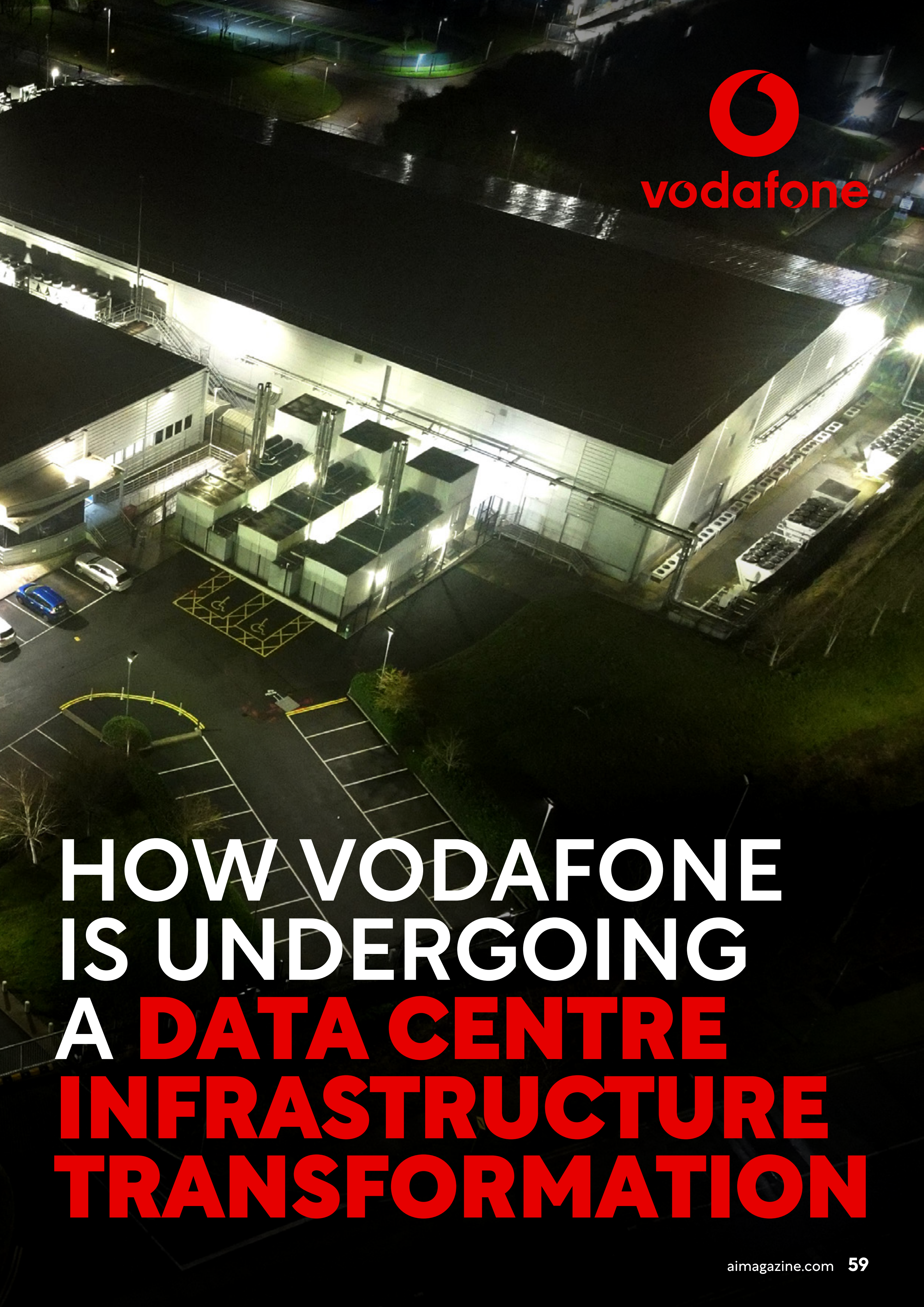

HOW VODAFONE IS UNDERGOING A DATA CENTRE INFRASTRUCTURE TRANSFORMATION

Paul Greenley explains how Vodafone's data centre modernisation strategy will enable high-performance computing, whilst maximising legacy infrastructure

Vodafone is overhauling its global data centre strategy. In 2024, the company announced it would be investing over the next 10 years to accelerate digital transformation and efficiencies in data centre migration.

As the data centre market continues to expand, in line with swelling AI and cloud computing demands, business leaders like Vodafone have had to keep pace with innovation and the importance of scalable data infrastructure.

Data centres are at a critical juncture, given the AI/sustainability paradox. More than ever before, operators are reacting to a global transformation of the data centre industry by balancing rapid innovation with environmental responsibility.

Having been at Vodafone for 12 years, Paul Greenley, Vodafone's Senior Principal Manager DC Infrastructure & Facilities, has helped the company make several changes inside its data centres.

"We have large data centres in Ireland, Italy, Germany and the UK," Paul explains. "Around these group data centres, we have what we call satellite data centres: smaller facilities that still adhere to group standards but are run by local markets."

He adds: "Our transformation has been driven by on-premises solutions

> **"We're essentially transforming a legacy data centre into a new data centre from the inside"**

Paul Greenley,
Senior Principal Manager
DC Infrastructure & Facilities,
Vodafone Group Data Centres

for different Vodafone programmes. My job is to ensure we can handle these demands, cool them properly, and avoid building outside.

“We’re essentially transforming a legacy data centre into a new data centre from the inside.”

A new type of data centre transformation

Having been in the data centre industry for more than 40 years, Paul is no stranger to the unique requirements of a modern data centre world.

“I’ve got vast experience in both operations and facilities, which is quite unique in the industry – you’re typically either in data centre operations doing the cabling and server racking, that type of role, or facility management with generators and UPSs,” he explains. “I spent 20 years in Canada, where I was also a member of the Association for Computer Operations Management (AFCOM) board – you have to be invited to join, and I was on the board for seven years. We would consult with industry peers about what’s coming up, what next-generation data centres look like and what future cooling looks like.”

> **“It comes down to price and delivery and reliability”**
>
> **PAUL GREENLEY,**
> SENIOR PRINCIPAL MANAGER
> DC INFRASTRUCTURE & FACILITIES,
> VODAFONE GROUP DATA CENTRES

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One of the largest changes that Vodafone is undergoing in its data centre transformation is related to high-kilowatt demand and the associated cooling challenges. Increased data demand from customers creates more power and therefore heat – consequently requiring more technology to effectively cool essential systems while keeping emissions down. To mitigate this influx in heat, the company has partnered with suppliers on innovative solutions.

“We’ve partnered with vendors to extract the hot air inside the aisle containment into the data centre when it’s cold, so the heat doesn’t affect the rest of the room,” Paul explains.

“If you put a pod in a data centre of 20 racks at 15 kilowatts a rack, that produces a lot of heat that’s going out into the rest of the facility. Our transformation has come from these demands, which are being driven by on-prem solutions. My job is to make sure we can handle those demands and cool them properly without having to build outside. We’re really transforming within a legacy data centre, making it a new data centre inside.”

Keeping solutions on-site

As the data centre continually evolves to suit customer demand, increasing rack densities are causing operators to be faced with a difficult task – do they abandon these facilities and build more capable data centres from the ground up, or do they spend more money retrofitting new projects amongst legacy equipment?

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Kirby Group Engineering: Engineering Excellence in Data Centres

Brendan Coffey, Associate Director of Operations for Leinster region at Kirby, looks at how the company builds excellence into Vodafone's data centres.

With bases in Ireland, the UK, Europe and South Africa, Kirby Group Engineering is a leading mechanical and electrical engineering contractor, providing specialist services in the areas of data centres, life sciences, industrial, and power and renewables.

Brendan Coffey is Kirby's Associate Director of Operations for the Leinster region, with a significant focus on data centres. One of Kirby's first projects in this field was for the buildout within Vodafone's Clonshaugh facility – 20 years ago in 2005. This marked the beginning of a longstanding relationship between the two companies that continues today.

Kirby has worked on numerous projects at the Clonshaugh centre, including the extensive Resilience Upgrade Project to enhance the facility's cooling systems and air conditioning, the refresh of CRAC units to enhance efficiency and reliability, and the construction of a Disaster Recovery Command Centre.

Embedding sustainability in data centres

The complex nature of data centre construction lends itself to off-site manufacturing where possible, and to this end, Kirby has responded to the growth and demand in this industry with the opening late last year of an OSM facility in Portlaoise.

"We're an island, so we have a limited supply of power, which is why we do as much of our data centre construction work as possible off-site. It's a far safer and more efficient way of working, it reduces travel emissions and eliminates the wait time for a building to be weather-proof before a project can begin," Brendan said.

Vodafone's Clonshaugh data centre

Reflecting on the ongoing projects at Vodafone's Clonshaugh data centre, Brendan said: *"Successful delivery of quality projects is a priority at Kirby, and we pride ourselves on listening to the needs of clients and responding accordingly. This has resulted in a mutually beneficial working relationship with the team at Vodafone, and one we look forward to continuing into the future."*

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Paul Greenley,
Senior Principal Manager
DC Infrastructure & Facilities,
Vodafone Group Data Centres

For Vodafone, the solution is more straightforward. The organisation already boasts a broad range of secure cloud and hosting options, connected to an award-winning global network. As a result, it is well-positioned to make integration between legacy infrastructure and new hybrid environments simpler within the data centre. Additionally, the company decided to adopt on-prem cloud solutions to ease its network migration.

"The challenge is turning a legacy data centre into a new data centre," he says. We trialled a solution in Italy in 2016 because we knew these high-end power cooling requirements would come."

In 2016, Vodafone started working to implement a proof-of-concept solution for hot aisle containment, whilst also delivering the company's cloud solution. Now, the technology giant is helping Vodafone to deploy 10 of its hot aisle containment pods across Europe for an on-premises cloud solution.

A trailblazing solution, these pod solutions work by extracting hot air from the containment using in-row coolers.

"The pods were built in just five months, which is a record-breaking time," Paul says. "Nobody had seen this type of hot aisle containment before – even today I have to explain to people how it works, because they don't understand how you could have heat inside a contained unit and then it comes out into the room cold. If you put your

“We’re always moving from conventional racks to better solutions, either hot aisle or cold aisle containment”

hand against the fan, it really is cold air.

“Last year we built 10 of the pods in record time – five months to put those up on the floor, tested and running. It was a very high priority project, which we delivered.”

Paul explains that this was the only way Vodafone could have cooled these systems, noting that conventional cooling methods couldn’t have handled these high kilowatt densities. They now produce the lowest power usage effectiveness (PUE) in Vodafone at 1.2 or lower.

He adds: “For legacy systems with low kilowatts – only three to five kilowatts max per rack – we use cold aisle containments with under-floor cooling solutions. We can cool that in a normal under-the-floor cooling solution as long as we have doors or roof containment, and that works very well. The room can be 27 degrees and inside the cold aisle part is 23.

“We’re always moving from conventional racks to better solutions, either hot aisle or cold aisle containment.”

Full steam ahead to reduce downtime

With more demand than ever before, Vodafone is also eager to reduce downtime through redundancy. This is why, during data centre migration, the company keeps its legacy systems running until everything is verified and databases are checked.

“Only then do we decommission the old systems,” Paul notes. “Any solution we build, whether hot or cold aisle, has to have an N+1 configuration with A and B power from different UPSs.”

“We also have diverse cooling systems. For example, in Ireland, we have both chillers and condensers outside. We mix that water supply: if one fails, the other is okay.”

Vodafone’s data centre operations in the Republic of Ireland consist of state-of-the-art facilities that hold robust power infrastructure and multiple layers of redundancy to prevent downtime.

In order to support the running of its data centres, Vodafone has been partnered with Kirby Group Engineering for 20 years. Founded in Ireland, Kirby Group Engineering completes leading mechanical and electrical engineering consulting services and specialist high voltage and medium voltage design and construction services to clients across the data centre sector, amongst others.

Having been operational since 2006, the company was responsible for the entire fit out, including construction, electrical, cooling, BMS and commissioning and continues to deliver continuous availability.

As part of Vodafone's recent data centre overhaul, Kirby Group Engineering have been instrumental in building the rooms where the pods are housed.

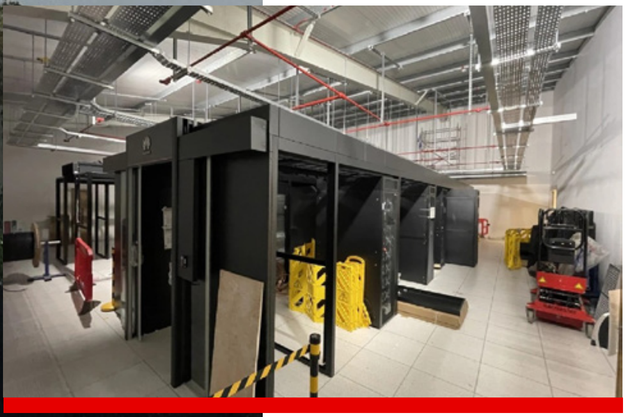
"They handle all our project design and work with us on solutions," Paul says. "When we came to build out a couple of rooms in Ireland, because we had

10 YEARS
Vodafone data centre investment plan

12 YEARS
Paul Greenley's tenure at Vodafone

> “When we decommission legacy systems, we want to unplug the power, reclaim the kilowatts and then assess the financial benefits”

PAUL GREENLEY,
SENIOR PRINCIPAL MANAGER
DC INFRASTRUCTURE & FACILITIES,
VODAFONE GROUP DATA CENTRES



vodafone

raised floor space but it was just white space used as storage, Kirby came in and separated our space and built out the rooms."

He adds: "It's state of the art now – if you look at pictures or video, it looks like a brand new data centre. We continue to move this space around to free up for the commercial side of our business."

Vodafone's partnership with Kirby Group Engineering has been transformational. The company has aligned itself fully to Vodafone's processes and procedures, working in a live data centre environment where uptime is critical.

Looking ahead, Paul explains that Vodafone will continue to look to partner with different types of vendors and suppliers for a broad range of solutions.

"We always look to partner with different types of vendors and suppliers for different solutions, but it comes down to price and delivery and reliability," Paul notes. "Once you prove a concept and that it works and scales, now we have a menu. Whether we need a 10-pod, 20-pod or 40-pod solution, we know exactly how many kilowatts that would be and what the price would be and how long it would take to put that on the floor."

Embracing the inevitability of emerging technologies

Vodafone's data centre strategy in the near future is to focus on maintaining uptime within its data centres, but to also expand within its existing data centres – with the end goal of of freeing up power and cooling .

“Our first option is to move systems to the cloud and the second is to lift and shift them out entirely,” Paul shares. “We are always evaluating in terms of cost savings and value.

“When we decommission legacy systems, we want to unplug the power, reclaim the kilowatts and then assess the financial benefits.”

Within the data centre industry, AI and edge computing technologies are challenging operators around the world. When it comes to infrastructure management, these technologies can be vital to meet customer demand, speed up essential processes and reduce downtime.

And whilst AI hasn’t yet significantly impacted the way Vodafone runs its data centres, Paul recognises the inevitability of how emerging technologies continue to impact the wider industry.

“We’re aware of its potential. As a telco company, our AI applications so far have been more focused on the office IT side,” he says. “We haven’t seen the AI hit us in the data centre space yet, but I’m sure we will. We have different types of projects in the pipeline that will expand our data centres.”

With partners like Kirby Group Engineering, Vodafone is confident that its transformation efforts will be successfully scaled to suit the unique business needs of its customers moving forward.

“We haven’t seen the AI hit us in the data centre space yet, but I’m sure we will”

“Our partners are vital for expansion,” Paul says. “They have proved themselves in the way they developed our on-cloud-prem solutions that we wanted in just five months, in addition to the successful build out and putting pods in the room and achieving fantastic results.”

He adds: “I like people who know our environment, so it is very difficult to bring in outside suppliers. If you know the basics already and want to make improvements, those are the companies I go to first.”

Paul Greenley,
Senior Principal Manager
DC Infrastructure & Facilities,
Vodafone Group Data Centres

Green Mountain

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Green Mountain executives share how their UK division is strategically positioning itself for immense growth in London's transformative data centre market

The UK data centre market is currently facing unprecedented pressures on its infrastructure. Power constraints in traditional data centre locations, combined with increasing demand for land, are inevitably creating challenges for operators seeking to expand their footprint amid growing demand.

These pressures are only intensified by the demands of AI and high-performance computing (HPC), which can require anywhere between 25 to 120 kilowatts (kW), or more, of power per rack compared to 5-10kW for traditional compute.

Such a dynamic market is driving strategic shifts in where data centre operators choose to locate their facilities. Within this context, Green Mountain, a data centre operator providing colocation services, is expanding its London footprint with a 30-megawatt (MW) campus development in Romford, East London.

The company is aiming to deliver its first 14MW phase in 2025, targeting AI/HPC capabilities, whilst also maintaining its focus on sustainability through renewable energy use and efficient design.

Seizing the opportunity of the London data centre market

Historically, UK data centres have been concentrated in two main areas: The City of London, due to its proximity to financial markets, and West London, which benefits from already-established power infrastructure and deployment of fibre. However, power constraints and capacity limits have forced operators to consider alternative locations. Several operators have migrated to East London where power availability and land resources remain accessible.

"With financial institutions demanding and consuming ever growing amounts of connectivity, the fibre infrastructure in and around the City of London and Docklands began to mature in the latter part of the twentieth century," explains Simon Blackburn, Managing Director of Green Mountain UK. "The early 'carrier hotels' played a crucial role in this growth, creating a connectivity eco-system. Data centres were being built close to where they could be easily and well connected.

"Fast forward another 10 to 15 years, a similar transformation took place in Slough, where new data centre hubs grew. Today, London remains one of the key business centres in the world with an insatiable demand for data.

Green Mountain
Green Mountain
JSP

> “We’re expanding our Romford campus by **30MW over two buildings.** The first 14MW is currently under construction and will be ready in **the second half of 2025”**
>
> **SIMON BLACKBURN,**
> MANAGING DIRECTOR,
> GREEN MOUNTAIN UK

As a result, the growth in the city’s data centre market is set to continue to increase.”

He adds: “That said, West London has become massively congested. Power is now at a premium, almost to the point where it’s run out and land prices are rocketing.”

As the largest data centre market in the FLAP-D group (Frankfurt, London, Amsterdam, Paris and Dublin), London’s position in global markets continues to drive data centre demand. In particular, the location of East London offers greater power availability, land resources and an already well-established connectivity infrastructure.

This area of London also provides lower rental costs compared to West London locations, combined with greater transport infrastructure. As a result, data centre operators, including hyperscale, are moving east as they continue to provide cloud, networking and internet facilities at scale.

Green Mountain grows East London presence

Green Mountain is one such company committed to its East London strategy, expanding its campus development in Romford, referred to as LON-East.

Simon explains how the LON-East build is based on strategic growth: "We're expanding our Romford campus by 30MW over two buildings. The first 14MW is currently under construction and will be ready in the second half of 2025. We've chosen to build the full 14MW speculatively to have capacity available quickly, in a market where demand exceeds supply and most new capacity coming online is already pre-let."

The first 14MW of capacity is an expansion of the existing data centre which has been operational since 2010. The building was originally an old tobacco warehouse, which had been converted to a large distribution centre.

The remaining 16MW of capacity will be a new building, taking the total campus capacity to just under 40MW.

Green Mountain
TEGERA

SIMON BLACKBURN

TITLE: **MANAGING DIRECTOR, GREEN MOUNTAIN UK**

Simon joined Infinity SDC (now Green Mountain DC, UK) in 2011, and brings with him 25 years' experience in senior leadership roles providing business critical services in the telecoms and data centre industries.

Initially, Simon was responsible for establishing all aspects of the Operations function to scale across multiple regions. In 2017, he assumed responsibility for the design and build function. After the company became a part of Green Mountain in 2023, Simon became Managing Director, UK, taking responsibility for all aspects of the UK business. His focus remains on bringing new, sustainable Data Centre capacity to market, and delivering outstanding service to customers.

"Programme Delivery Director Gary Hutchings explains: "The build will be HPC and AI-enabled and is designed to the highest standards of sustainability and energy efficiency, with a PUE of c. 1.2."

A Power Usage Effectiveness (PUE) target of 1.2 represents significant energy efficiency compared to the industry average of c. 1.57.

Construction in a live data centre environment

It goes without saying that maintaining the availability of the existing services during the expansion is of paramount importance. T. Clarke was selected as Green Mountain's General Contractor to undertake the construction given their experience of building around live data centres. A decision that has already paid dividends.

From delivering the largest indoor installation in Europe, of over 330 helical piles (12 metres deep) to support the new mezzanine floor, to erecting over 850 tonnes of steel all around live services, the T.Clarke partnership is a success. Its approach prioritises maintaining live services during construction, rather than adapting services to fit the build. This shift in mindset has been significant and highly effective.

Green Mountain is also committed to operating its sites safely. "It was key to ensure our construction partner demonstrated the same culture which I am pleased to say is the case," says Simon. "Not only do they care about the quality of their work, but they also care

A Relationship Driven by Culture, Collaboration and Sustainability

Green Mountain's 11,000m² Data Centre 'LON East'. Developed in partnership with TClarke. 30MW power capacity, delivering 1ms latency to the City

Engineering Data Centres that exemplify sustainability

A state-of-the-art data centre campus, designed and developed to deliver exceptional service and resilient performance, with sustainability at it's core. TClarke and Green Mountain collaborate on their journey to LON East.

TClarke
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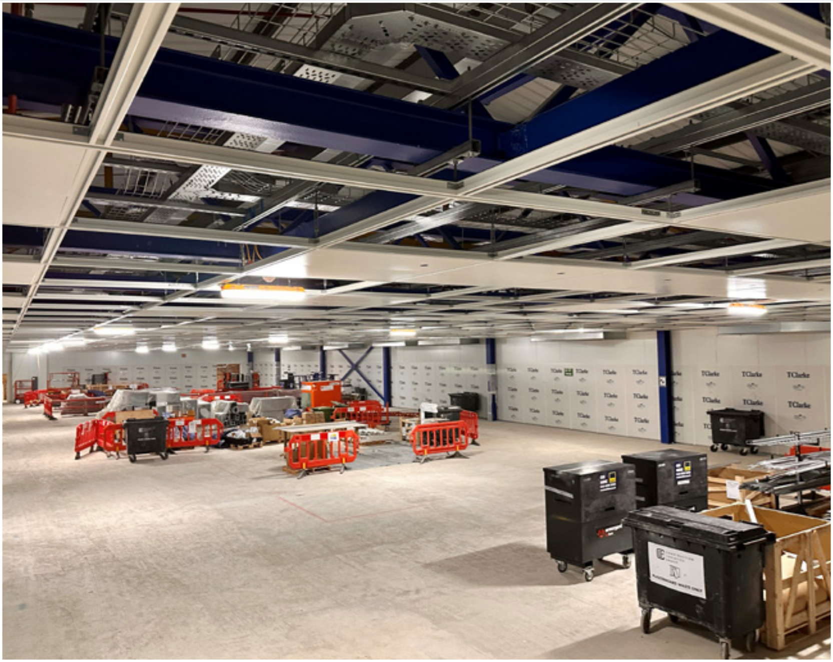

From the outset, when TClarke was appointed as the General Contractor by Green Mountain for the the 1st phase of the 30Mw LON East campus expansion, the project has been guided by a set of Core Cultures. These cultures have shaped the journey thus far, emphasising safety, sustainability, and collaboration. The TClarke and Green Mountain teams are dedicated to upholding these values throughout the project.

To date, the focus has been on the Civil, Structural, and Architectural (CSA) elements, including adaptations to the existing sub-structure and superstructure to repurpose a large scale building, which has been home to the Green Mountain DC for many years. This repurposing has involved the installation of 330 helical piles, installation of 850 tonnes of steel Mezzanine floors and gantries, and the removal of existing roofing, all conducted around live services without any interruptions to Green Mountain or its clients.

The TClarke team is a blend of seasoned professionals and energetic young talent, driven by a culture of sustainability and engineering excellence. Our expertise in working within critical live facilities has been honed over many years, not only in data centres, but also in broadcasting, healthcare, and life sciences environments. This experience has been invaluable to the project to date.

As the project transitions quickly into the Mechanical, Electrical, Plumbing, and HVAC (MEPH) phase, with a target completion by the end of 2025, the focus intensifies on building and testing the systems that will enable Green Mountain to offer a much-needed “East London offering” to the data centre market, via an AI ready facility that will support high-density workloads.

Maintaining Safety, Quality Delivery standards to achieve our Clients “Green Credentials” and BREEAM Excellent target remains foremost in our plan along with the continued collaboration required to deliver this strategic facility for Green Mountain.

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about how they do it. As members of the Considerate Constructors Scheme, T. Clarke has actively engaged with our neighbours during the construction to keep them updated and addressed feedback to minimise any disruption experienced."

With the enablement works complete and moving into the M&E fit out stage, the project remains on track, and within budget.

Green Mountain's pedigree in delivery is clear and is underpinned further by their recent 90MW build in 18 months in Norway for TikTok.

Prepared for AI and HPC workloads

With the exponential growth and the seemingly unfettered investment in AI, demand for data centres will continue to increase. Some reports suggest a CAGR of 18% to 2030, making it critical that new data centre capacity is capable of dealing with the HPC workloads that are required.

Whereas some data centre operators are having to retrofit their existing infrastructure to become "AI ready", LON-East's technical specifications are designed to accommodate modern computing demands.

FIRE EXIT

"Our current base design can accommodate workloads up to 45kW per rack when using air cooling technology and in excess of 100kW per rack if we use liquid-to-liquid cooling or a hybrid liquid cooling solution," Simon adds. "Green Mountain has already developed and deployed these solutions in Norway for automotive and IT solutions customers."

Reducing carbon emissions

Whilst construction is going well, Green Mountain is eager to continue supporting its sustainability pledge. The operator's environmental strategy includes procuring 100% renewable energy and the use of hydro-treated vegetable oil fuel (HVO) for its backup generators, a strategy that is becoming more popular within the data centre industry to adhere to emissions targets.

In fact, Green Mountain has found that HVO can reduce carbon emissions by up to 90% compared to traditional diesel fuel. This echoes the company's pledge in its 2023 Sustainability Report to use HVO fuel instead of diesel for back-up power in its new expansion projects in the UK.

"While we don't have the same environment and climate conditions as Norway, we do have the same ethos," Simon explains. "We're also looking at alternative renewable power options. We are keen to innovate and work with our existing customers to maximise efficiency in the data halls and push down the PUE further on site."

> "East London has **power and land available,** is built around connectivity, has **lower rental costs** than West London and hugely convenient transport links"
>
> **SIMON BLACKBURN,**
> MANAGING DIRECTOR,
> GREEN MOUNTAIN UK

Green Mountain

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Delivering operational excellence

Green Mountain also prides itself on its operational delivery with a transparent approach and 100% uptime record. It has a number of ISO certifications covering Quality, Service Management, Health, Safety and Environment and Information Security. During 2025, the aim is to add Energy Management to that list of certifications.

Lee Robinson is Technical Operations Director of Green Mountain UK. “My role is to oversee the existing infrastructure and make sure we’re delivering operational excellence to our existing customers,” he says. “My part in the upcoming project is to ensure that none of our services are impacted. We’ve maintained 100% availability ever since we first built this building more than 14 years ago and our intention is to maintain that with future customers.

The Green Mountain team has plenty of experience to underwrite this pledge, with the average length of employee service being nine years. There is also a strong relationship with CBRE who deliver the facility maintenance, stretching back 12 years.

Green Mountain’s UK expansion also enables the operator to provide more opportunities to enhance the security of its site. Barry Long, the company’s Head of Security, works very closely with Green Mountain partners to oversee CCTV across its sites, including LON-East, and its access control systems.

94%

Customer retention rate since Green Mountain's UK's first customer in 2009

90%

Carbon emission reduction achieved through Green Mountain's use of HVO fuel in backup generators compared to traditional diesel

Green Mountain

He explains: "The expansion gives me the opportunity to work more on the design element. This location was built a number of years ago, so it is now all about looking at the latest technology and how we can incorporate that with the new build, as well as the current build, so we can transition even further towards new technologies that can create impact."

Keeping the customer at the heart of everything

Green Mountain continues to serve clients across multiple business sectors, whilst maintaining long-term relationships through its commitment to operational excellence.

"At Green Mountain in the UK, we have a wide array of different customer types from different

demographics and different backgrounds. Some of our customers have been here for well over 12 years," Graham Harvey, Service and Account Director of the company explains. "We regularly reach out to our customers to gain feedback and, since we first went live in 2009 with our first customer, we have retained 94% of all business.

"Our primary focus is on our customers, ranging across the design, build and operational stages."

The future

Looking forward, The East London data centre market will continue to develop new capacity, particularly as the wider industry keeps responding to infrastructure constraints in traditional

Green Mountain
Green Mountain

locations. This location will be needed to support a range of disruptive technologies, including AI, HPC and other critical tools required to maintain a future-proof business model.

"There is a genuine view that with that move from West to East, there will be a new availability zone in East London," Simon explains. "Hyperscalers are moving east, other colocation providers in East London are expanding. New builds are being proposed in both the Docklands and East London moving further into Essex."

Such a shift represents a broader market evolution, as Simon notes: "East London has power and land available, and is built around connectivity. "It has lower rental costs than West London and hugely convenient transport links. We can see that the market is starting to move East with the West being saturated. and Green Mountain is ideally placed to support this."

With strong backing from the owners, Green Mountain has an ambitious growth plan in the European market.

"Green Mountain's data centre in the UK is a key strategic focus and essential for our continued growth." adds Svein Atle Hagaseth, CEO of Green Mountain.

Simon concludes: "The demand for data will only continue to grow. Processors may get smaller and more powerful, but there will always be a need to store and operate them in data centres that are able to provide power and cooling in a secure and sustainable way." ○

HOW GOOGLE’S GEMINI IS SET

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TO TRANSFORM LA E RACING

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Julius Bär

Google Cloud is deploying enterprise AI to revolutionise driver performance and fan engagement as **Formula E** embraces machine learning at scale

WRITTEN BY: MARCUS LAW

CHANGE. ACCELERATED
DHL
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HANKOOK

The integration of generative AI (Gen AI) into professional sports marks a transformation in how athletes train, compete and engage with fans. While language models analyse game footage in football and computer vision systems track player movements in basketball, motorsport presents unique challenges for AI implementation due to the complexity of vehicle dynamics and split-second decision making.

Formula E – the world's first all-electric FIA World Championship racing series – has now expanded its technology partnership with Google Cloud to address these challenges through AI deployment across its operations. The multi-year agreement coincides with Formula E's GEN3 Evo era of racing cars and represents one of motorsport's most comprehensive implementations of Gen AI technology.

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Julius Bär

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Google Cloud

GOOGLE CLOUD

HEADQUARTERS: CALIFORNIA, USA

NUMBER OF COUNTRIES: 54,000

Google Cloud is a suite of cloud computing services offered by Google that provides a series of modular cloud services including computing, data storage, data analytics, and machine learning, alongside management tools.

Google Cloud Vertex AI drives performance analysis

The partnership centres on the deployment of Google Cloud's Vertex AI platform, an enterprise machine learning system that enables organisations to train and deploy AI models at scale. The platform processes telemetry data from Formula E cars to generate driver performance insights and real-time feedback during races.

Formula E will integrate Google's Gemini large language models to analyse race data and generate personalised

coaching recommendations for drivers. The system processes vehicle telemetry, track conditions and historical performance data to optimise racing strategies, including tyre management and energy consumption patterns.

"We're thrilled to announce an enhanced multi-year partnership with Google Cloud that will increase our technological capabilities," says Jeff Dodds, Chief Executive Officer at Formula E, noting that the partnership "will deliver a step-change for the series in how we're able to continue producing some of the most exciting racing in the world".

AI-powered fan engagement transforms racing experience

Also as part of the agreement, Formula E will implement BigQuery, Google Cloud's serverless data warehouse, to integrate with its customer relationship management systems. The platform enables real-time analysis of multiple data streams, including video feeds, vehicle telemetry and social media engagement metrics to generate personalised content for viewers.

The integration of Gen AI will also reshape how fans interact with the sport. Machine learning models analyse viewer preferences and engagement patterns to create tailored race commentary, statistical insights and predictive analytics for race outcomes.

The partnership builds on Formula E's existing migration of its operational data to Google Cloud's infrastructure and adoption of Google Workspace for internal collaboration.

JEFF DODDS

TITLE: CEO

COMPANY: FORMULA E

INDUSTRY: MOTORSPORT

Jeff Dodds is the Chief Executive Officer of Formula E – the first FIA-sanctioned electric world championship and the world's first net zero carbon sport since inception.

Jeff Dodds, CEO, Formula E

Tara Brady,
President,
Google Cloud EMEA

TARA BRADY

TITLE: PRESIDENT

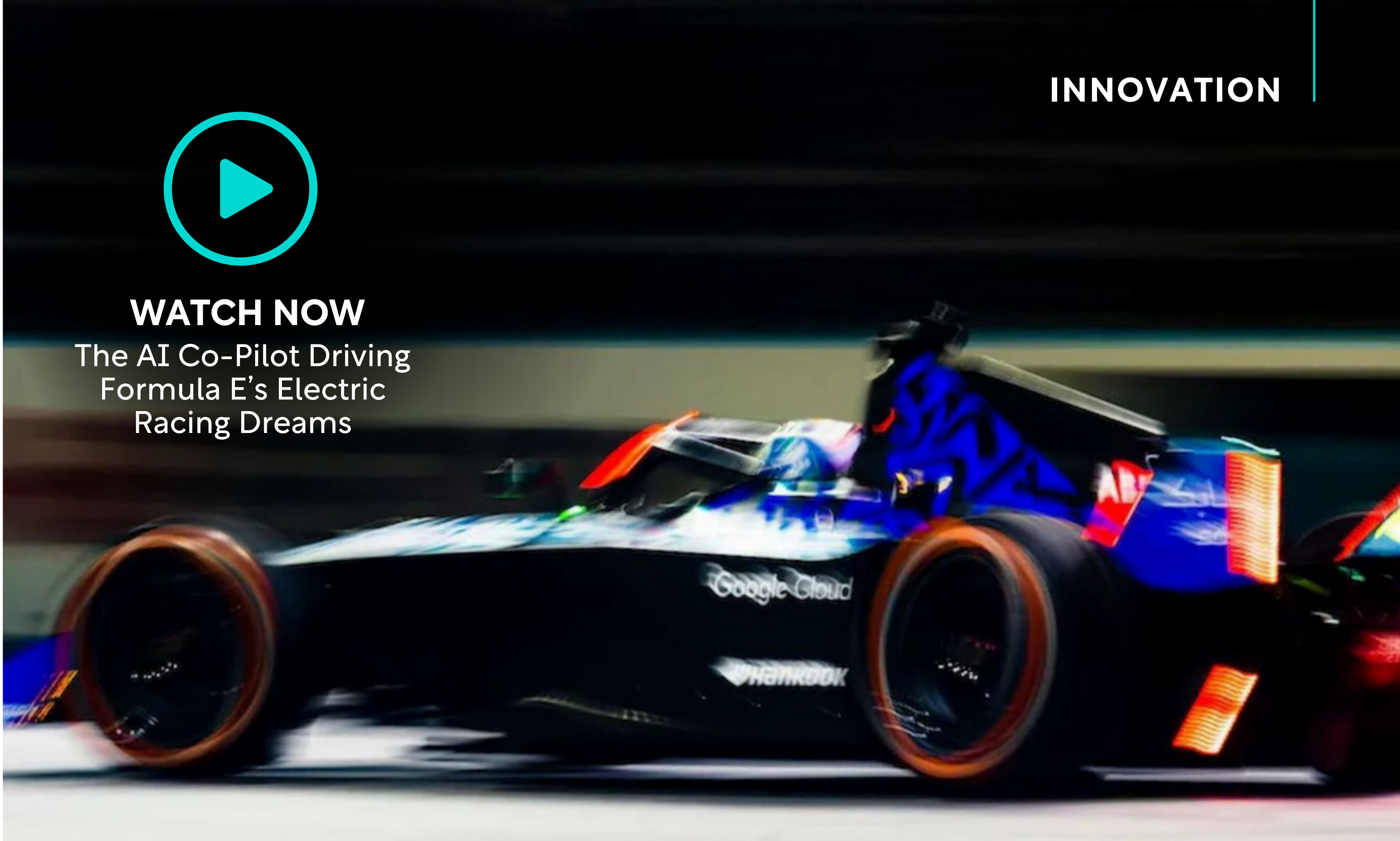
COMPANY: GOOGLE CLOUD EMEA

INDUSTRY: TECHNOLOGY

As President of Google Cloud EMEA, Tara Brady leads the organisation's efforts to help customers to drive the complete transformation of their business in the cloud.

This foundation has enabled the racing series to centralise its data operations and improve team communication through AI-enhanced collaboration tools.

Security infrastructure forms a core component of the partnership, with Google Cloud providing threat intelligence systems and incident response capabilities to protect Formula E's cloud-based operations. The agreement designates Google Cloud as Formula E's Official Cloud Security Partner, reflecting the critical role of data protection in AI-driven motorsport.



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The AI Co-Pilot Driving
Formula E's Electric
Racing Dreams

The security framework includes specific provisions for protecting AI models and training data, addressing emerging challenges in machine learning security and model governance.

Tara Brady, President of Google Cloud EMEA, says: "With Google Cloud's Gen AI tools and advanced data analytics, including our Vertex AI platform and Gemini models, we're helping Formula E supercharge innovation in motorsport. Together, we're pushing the boundaries of sustainable racing, redefining what's possible on and off the track."

Sustainability through AI

As the only sport certified net zero carbon since its inception, Formula E's partnership with Google Cloud aligns with both organisations' environmental commitments. Machine learning models optimise energy usage during races and help teams develop more efficient racing strategies.

Formula E maintains a network of teams, manufacturers, partners, broadcasters and host cities focused on accelerating sustainable technology development through motorsport. The championship brings racing events to urban locations, demonstrating electric vehicle capabilities in real-world environments.

"With continued growth of the series and an ever growing fanbase of nearly 400 million, it is no surprise that our new and longstanding partner portfolio is seeing increasing value in one of the most innovative sports on the planet," says Jeff.

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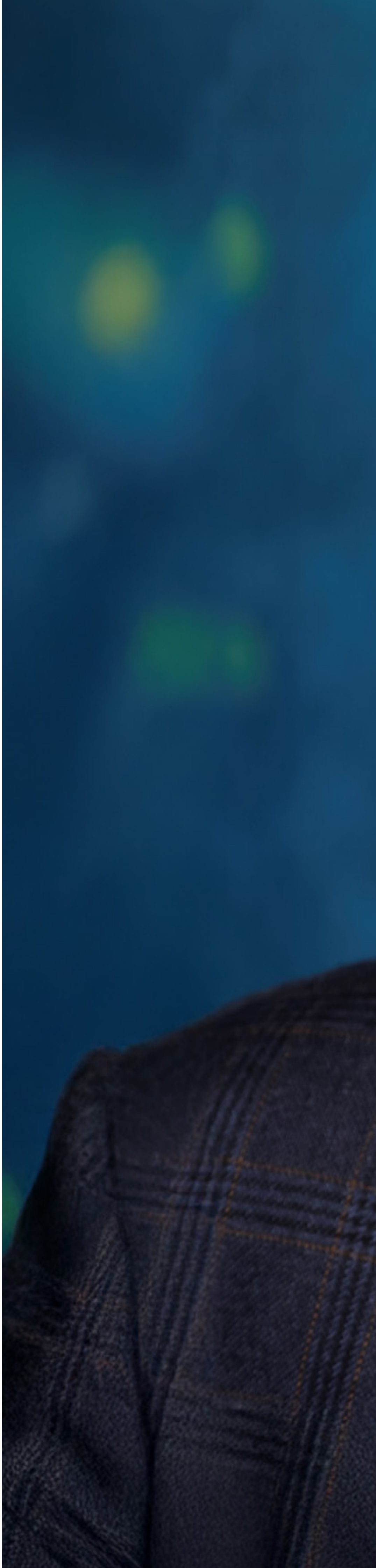
PIONEERING A CLOUD-FIR FOR ENTERPRISES

RST FUTURE

WRITTEN BY:
KRISTIAN MCCANN

PRODUCED BY:
LEWIS VAUGHAN

Cognizant's Senior Vice President and Global Head of the Cloud Infrastructure and Security practice, **Sriram Kumaresan**, explains how the company is accelerating the cloud-led business transformation journey for its clients



Cloud computing has evolved from a disruptive innovation into an indispensable pillar of modern business strategy.

By providing unprecedented flexibility, scalability and cost-efficiency, cloud technologies enable businesses to rapidly adapt to market dynamics and drive innovation.

Yet the journey to get to the cloud isn't always straightforward. Organisations today face various challenges, from legacy system integration and data security concerns to compliance issues and even selecting the right cloud service provider and determining the appropriate deployment model – public, private or hybrid.

Cloud has been a core component of Cognizant's transformation journey, and the company is enhancing their focus around cloud to accelerate customer business transformation.

At the heart of this evolution is Sriram Kumaresan, the company's Global Head of Cloud, Infrastructure and Security, whose strategic vision has guided its cloud consulting practice.

"Many organisations encounter a myriad of challenges, from legacy system integration to data security concerns and compliance issues," says Sriram. "Transitioning to the cloud requires a comprehensive strategy that addresses not only the technical

Sriram Kumaresan,
Global Head of Cloud,
Infrastructure and Security,
Cognizant

SRIRAMKUMAR KUMARESAN

TITLE: **GLOBAL HEAD OF CLOUD, INFRASTRUCTURE AND SECURITY**

Sriram Kumaresan leads the Global Cloud, Infrastructure and Security practice at Cognizant, overseeing approximately 35,000 professionals. With over 25 years of experience, he excels in building and scaling businesses from strategy to execution. Sriram is responsible for driving market share (strategy, GTM and growth) and mindshare (offering, partner strategy and market positioning) through strategic approaches, customer centricity and the deep technical expertise in Cognizant's Cloud, Infrastructure and Security business. Beyond his professional achievements, he is also a mentor and advocate for diversity in tech, aiming to inspire future IT leaders.

aspects but also the cultural shifts within the organisation."

Sriram outlines how Cognizant has positioned itself through partnerships to not only deliver cloud solutions, but adapted to the changing technological landscape that provide enterprises the latest advancements so they can move from business transformation to cloud to cloud-led business transformations.

A vision for transformation

Sriram's leadership philosophy emphasises transparency, accountability and empathy – qualities he believes are foundational in leading global teams through periods of rapid change.

"The most important attribute is being transparent in communication and demonstrating empathy," explains Sriram. "Standing together in those hard times makes those relationships flourish over the years."

Overseeing a team of approximately 35,000 associates across diverse geographies, Sriram's approach is rooted in empowering his team while fostering a culture of innovation. His leadership is aligned with Cognizant's broader goals of enabling clients to achieve measurable business outcomes through cloud adoption.

These goals are encapsulated in two strategic pillars: "Cloud at the Core of Business" and "Cloud at Scale of Enterprise."

The former aims to embed cloud technologies into core business operations, transforming them into drivers of efficiency and innovation.

> "Transitioning to the cloud requires a comprehensive strategy..."
>
> **SRIRAMKUMAR KUMARESAN,**
> GLOBAL HEAD OF CLOUD, INFRASTRUCTURE AND SECURITY, COGNIZANT

The latter focuses on scaling these solutions to meet the demands of enterprise-level operations.

Equally, the adoption of cloud has shifted from "Business Transformation to Cloud" to a "Cloud-Led Business Transformation" model. Customer cloud transformations now focus on one of these key objectives.

Sriram explains this dual approach by highlighting the potential of cloud to redefine, reimagine and redesign business models.

Using Uber as a case study, he says, "as a cab booking app, it exemplifies redefining business. The evolution into Uber Eats highlights reimagining business, while its seamless integration of multiple backend environments demonstrates redesigning business."

Enterprises are now adopting cloud technology to achieve all the objectives

Accelerating AI Adoption from Ideas to Innovation

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Let's Connect

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Crafting The Perfect Cloud-Led Transformations

Lance Mitchell of Dell Technologies and Sriramkumar Kumaresan from Cognizant explain the key to delivering cloud-led transformations

In an increasingly digital world, companies must adopt new cloud and AI technologies to remain competitive, yet studies indicate that up to 70% of transformation efforts fail due to ineffective planning and execution.

Dell Technologies positions itself as a key partner in this landscape, leveraging its comprehensive portfolio of products and services.

“Dell Technologies strives to be the choice for essential technologies by leveraging a best-in-class portfolio alongside the expertise of our partner ecosystem to deliver greater outcomes for customers,” says Lance Mitchell, who leads Dell’s Global Systems Integrator partnerships.

Utilising storage

Dell’s solutions address the evolving needs of modern businesses by ensuring adaptability through a wide range of products that facilitate seamless transitions between on-premises and cloud environments.

“Dell’s approach focuses on providing choice, compatibility and future-proofing for customers,” Lance explains. Specifically, Dell has developed strategic capabilities that include creating storage products with software versions compatible with hyperscalers, allowing customers to move workloads dynamically between ground and cloud infrastructures.

Accelerating offerings with partnerships

Dell’s partnership with Cognizant exemplifies its collaborative approach to delivering cutting-edge solutions.“We collaborate with Cognizant to help our joint clients modernise and transform their IT platforms,” Lance notes.

Cognizant plays a crucial role in enhancing Dell Technologies’ offerings by leveraging its extensive expertise in cloud infrastructure and business transformation.

This joint effort enables Dell to offer a wide range of leading products and services, ensuring that clients receive the best possible solutions for their specific requirements.

“We have multiple joint GTM propositions... leveraging Dell’s portfolio and delivering to our customers in risk, reward model gain,” says Sriramkumar Kumaresan, Global Head of Cloud Infrastructure and Security at Cognizant.

This collaboration not only boosts competitiveness but also reduces total cost of ownership.

Addressing challenges in cloud and AI

As they tackle challenges in cloud and AI, both companies focus on business outcomes rather than individual products.

“We’re not looking at specific products… We’re diving into the business outcomes that make customer success a reality,” says Lance.

Sriramkumar points out that customers are transitioning from hybrid cloud to federated cloud architectures. This allows Cognizant to implement strategies like AI for infrastructure and industrialising offerings for better customer proximity.

Transforming the future

As Dell Technologies and Cognizant continue to innovate, their collaborative approach promises to deliver even more value to clients. “We want to bring AI to the data, not data to the AI,” says Lance. By prioritising adaptability, scalability and security, Dell Technologies and Cognizant are well-equipped to guide enterprises through their digital transformation journeys.

“Our partnership strategy fosters transformative collaboration”

SRIRAMKUMAR KUMARESAN,
GLOBAL HEAD OF CLOUD,
INFRASTRUCTURE AND SECURITY,
COGNIZANT

simultaneously "by enabling the right workload and data at the right place, the right time, in the right form and factor, and at the right cost."

The trends driving Cognizant's cloud agenda

As the cloud ecosystem matures, Cognizant is prioritising specific trends to remain at the forefront of innovation.

The evolution of FinOps is transforming cloud economics from a narrow cost management approach to a comprehensive strategy.

As organisations navigate increasingly complex hybrid cloud environments, FinOps has emerged as a critical framework that transcends traditional spending optimisation. The discipline now encompasses a holistic approach that integrates financial accountability, cross-functional collaboration, and strategic technology investment.

Therefore, central to its strategy is hybrid cloud – a model blending public and private cloud environments for greater flexibility and control.

This approach allows enterprises to modernise incrementally, using public cloud for scalability and private cloud for sensitive workloads. Hybrid cloud also supports dynamic workload management, enabling businesses to shift resources seamlessly based on demand.

Sriram notes that hybrid cloud is increasingly seen as a "business enabler" rather than merely a technical solution.

"The future of cloud is hybrid," Sriram says, "and enterprises are leveraging it not only for cost efficiency but to gain agility, ensure compliance and innovate at scale."

Cognizant's strategy incorporates AI-driven unified management systems to optimise hybrid cloud operations consisting of diverse cloud fabric and form, ensuring businesses can manage diverse workloads securely and efficiently.

All of this raises additional security concerns, which Cognizant has undertaken efforts to address. Organisations transitioning to multi-cloud and poly-cloud environments face increasingly sophisticated cyber threats and complex compliance landscapes.

Cognizant addresses these challenges through its enterprise cloud security programs, which integrate zero-trust principles and adaptive threat response mechanisms.

Over the years, Cognizant has invested heavily in developing proprietary security frameworks tailored for industry-specific regulations and regional compliance. By embedding security into every stage of the cloud journey – from strategy development to deployment – it has built trust with enterprises in highly regulated sectors such as finance, healthcare and manufacturing.

"Our approach ensures that security becomes an enabler of innovation, not a bottleneck," says Sriram.

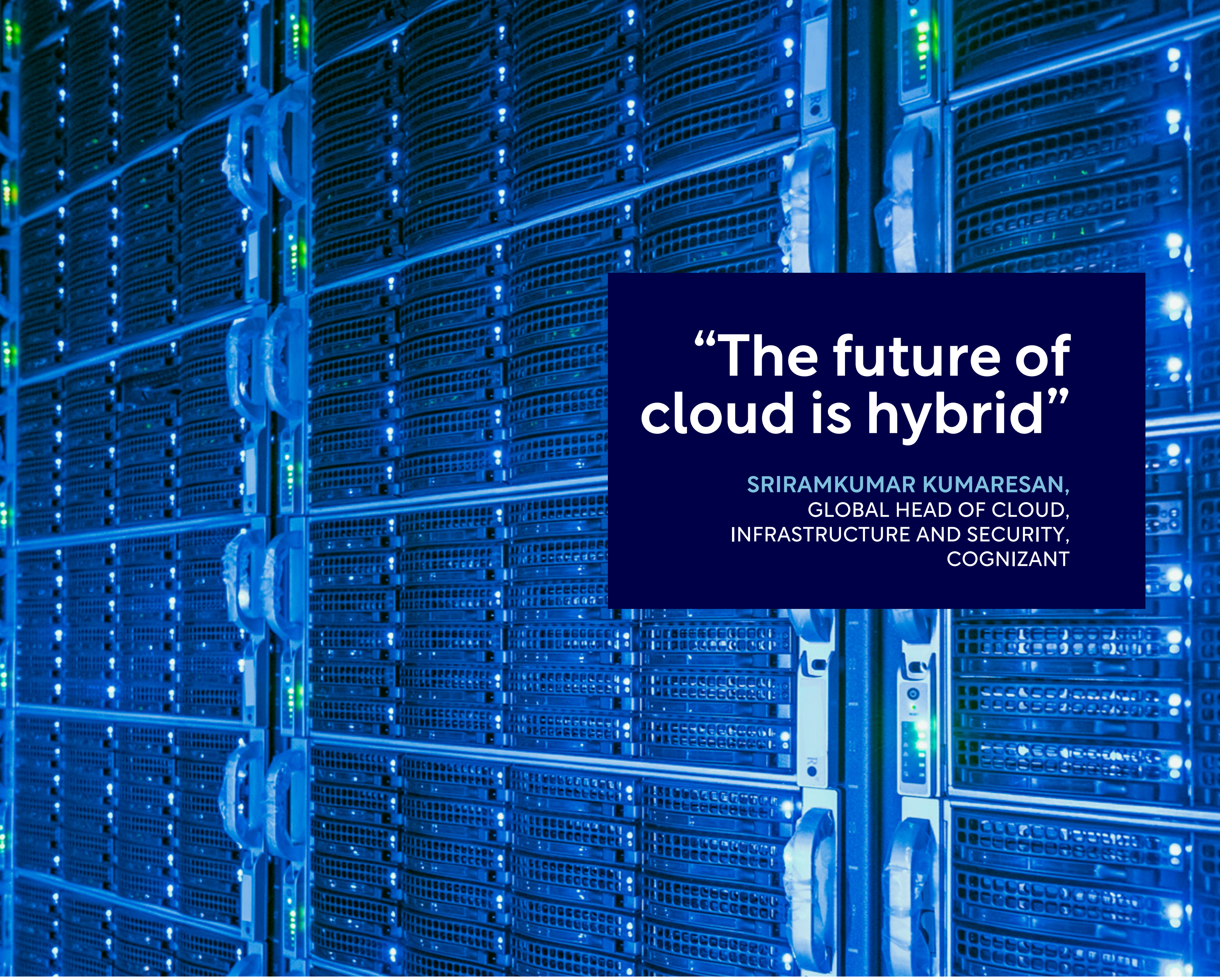
The role of partnerships

Cognizant's success in the cloud domain is not solely due to its internal capabilities.

Its partnership strategy plays a pivotal role in delivering comprehensive solutions to clients.

Collaborating with hyperscaler partners like AWS, Microsoft Azure and Google Cloud, as well as hybrid cloud OEMs and emerging startups, has helped create an ecosystem that fosters innovation.

Sriram describes this collaborative approach as a shift from a "Me to We" construct, resulting in cross-technology stack solution. "Our partnership strategy fosters transformative collaboration, accelerating customer growth through cross-technology solutions," he says.



"The future of cloud is hybrid"

SRIRAMKUMAR KUMARESAN,
GLOBAL HEAD OF CLOUD,
INFRASTRUCTURE AND SECURITY,
COGNIZANT

Cognizant's core strategy is leveraging partners from a "purpose" to a "performance of business" paradigm.

This comes via simplified cloud services such as enabled on cloud, enabled by cloud and enabled for cloud.

With its comprehensive technology product suite, Dell is one of Cognizant's key strategic partners that exemplifies its collaborative approach to delivering cutting-edge solutions.

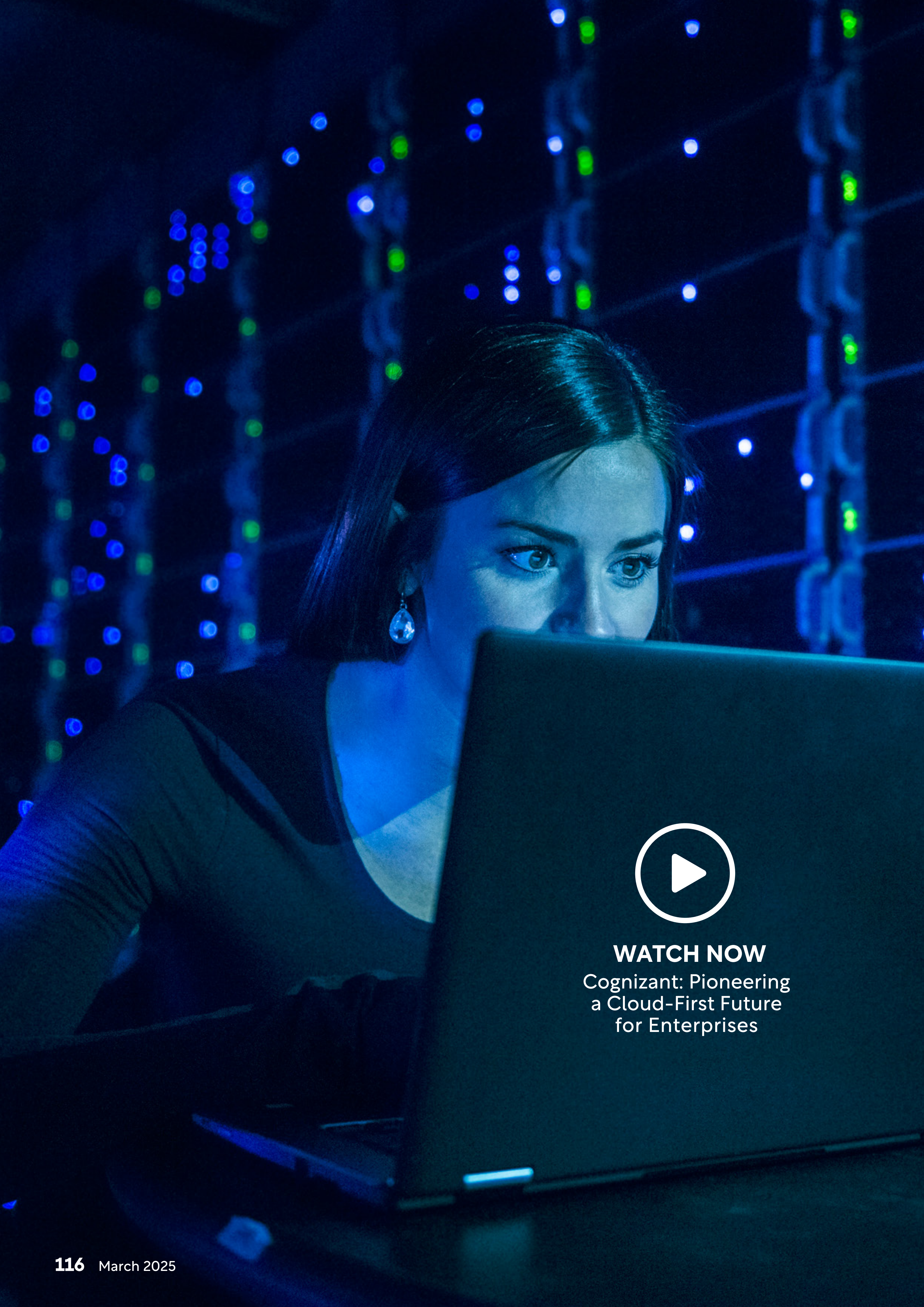
This collaboration enables Cognizant to provide a wide range of leading products and services offered by Dell, ensuring that clients receive the best possible solutions for their specific requirements, from outcome based to as-a-service models.

Together, the companies aim to simplify the complexities of modern IT environments, enabling clients' transformation journeys with tailored solutions which encompass everything from legacy systems to modern cloud technologies.

This approach not only enhances competitiveness but also reduces the total cost of ownership for customers.

Looking forward: AI, sustainability and hybrid cloud

Looking ahead, Cognizant is doubling down on two strategic priorities: "AI for Infra" and "Infra for AI."



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Cognizant: Pioneering a Cloud-First Future for Enterprises

These initiatives highlight the organisation’s dual focus on leveraging AI to manage cloud lifecycle management and building the infrastructure necessary to support AI-driven business models.

“Over the years, my role evolved to handling globally distributed technology and commercial teams,” says Sriram. “In this role I recognised that managing global diverse teams requires acknowledging their differences rather than treating them the same. Treating different things the same way can generate as much imbalance as treating the same things differently.”

Therefore, emerging technologies like Gen AI are particularly exciting for Cognizant.

“Gen AI holds significant potential for enterprises by enhancing productivity through process optimisation, improving decision-making and expanding automation,” Sriram explains.

Gen AI’s ability to create content, automate complex workflows and generate insights from unstructured data is reshaping business operations across industries.

Cognizant’s strategy therefore involves delivering customised, scalable Gen AI solutions that are both cost-effective and aligned with specific business goals.

Moreover, Cognizant’s investment in “Infra for AI” underscores its commitment to creating robust infrastructure capable of supporting these advanced AI models. This includes optimising cloud environments for high-performance computing and ensuring seamless integration with existing systems.

Sustainability is another area where Cognizant is making strides. Since 2019, the organisation has reduced its IT infrastructure energy consumption by 60%, a testament to its commitment to environmental responsibility.

Solutions like 1Sustainability and 1Facility enable clients to track, analyse and optimise their operations for greater climate impact.

These innovations reflect the growing demand for agile, secure and sustainable cloud solutions.

This transformation is critical as organisations increasingly view cloud not just as a technology but as an enabler of business resilience and growth.

Shaping the cloud-first future

Cognizant has positioned itself as a key player in the cloud landscape, bridging the gap between technological innovation and business transformation. Its investments in AI, security and sustainability highlight its commitment to addressing the challenges of a rapidly evolving market.

As a result, it anticipates several trends will shape the future of cloud computing.

Sustainability is taking centre stage as organisations seek to minimise their carbon footprints.

Additionally, Sriram highlights how the "productisation of services" is becoming a dominant trend, transforming traditional IT services into easily consumable, modular products.

Cognizant is leveraging this shift by developing service value streams that

deliver measurable outcomes, enabling clients to align technology investments with business priorities.

Finally, hybrid cloud remains a critical focus, with innovations such as AI-driven resource allocation, enhanced automation and predictive analytics ensuring businesses can respond to market demands with agility.

"Hybrid cloud isn't just a technical solution; it's a strategic necessity," Sriram explains.

Shaping the future of digital transformation

As Cognizant looks ahead, its investments in Gen AI, hybrid cloud innovations and sustainability initiatives underscore its commitment to shaping a cloud-first future.

For Sriram and his team, the goal is clear: empower enterprises to not just adopt the cloud but to use it as a platform for enduring innovation and growth.

The organisation's collaborative approach, underpinned by strategic partnerships and a focus on measurable outcomes, ensures that it remains relevant in an increasingly competitive industry.

As Sriram summarises: "The next generation of success will be based on 'how' rather than 'what' we did."

Cognizant's journey into cloud serves as both a case study in innovation and ingenuity, acting as both a pioneer in the space and guide for those looking to navigate the complexities of digital and cloud transformation. ○

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: TOM CHAPMAN

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Contributed over 15 years
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Supply Chain Collaboration
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COMPLIANCE
EXTENSIBILITY

Coupa's Fang Chang speaking at Coupa Inspire

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SUSTAINABILITY

Companies big and small are constantly looking for new ways to improve efficiency, accuracy and all-round resilience when it comes to supply chain management.

AI, alongside the game-changing evolutions that are generative AI (Gen AI) and machine learning (ML), have unlocked a new level of potential for firms to take optimisation to the next level.

Proof of the extent to which organisations are treating AI investment as a strategic priority can be seen in the results of a recent study carried out by CGI, commissioned by Supply Chain Digital and sister title Manufacturing Digital, which revealed the technology is a key area of focus for leaders as they look to successfully navigate an ongoing period of uncertainty.

Asked which technologies will support their supply chain initiatives over the next couple of years, more than two-thirds (69%) of executives opted for AI, advanced analytics and digital twins.

Meanwhile, according to Epicor and Nucleus Research, a significant proportion (63%) of businesses identifying as ‘high growth’ – those that have achieved revenue growth of 20% or more over the past three years – have already integrated Gen AI into their respective supply chain operations to manage cost and operational challenges.

“Over the past few years, a spotlight has been put on the global supply chain as continued disruptions reveal an overreliance on out-of-date practices

like spreadsheet tracking and a lack of reliable demand forecasting," explains Fang Chang, Executive Vice President and Chief Product Officer at Coupa.

"AI and ML can ultimately increase the efficiency and resilience of the supply chain through improved forecasting. AI can quickly analyse vast amounts of data, including historical sales, market trends and external factors like weather and economic conditions, leading to more precise inventory management and ultimately benefiting a business' bottom line."

The remarkable rise of Gen AI and ML

Many have been caught off guard by Gen AI and ML's rise to mainstream prominence, which really began towards the tail end of 2022 – coinciding with the launch of OpenAI's groundbreaking tool ChatGPT.

Greg Hanson, Group Vice President and Head of EMEA North at the US tech giant, Informatica, was not among them.

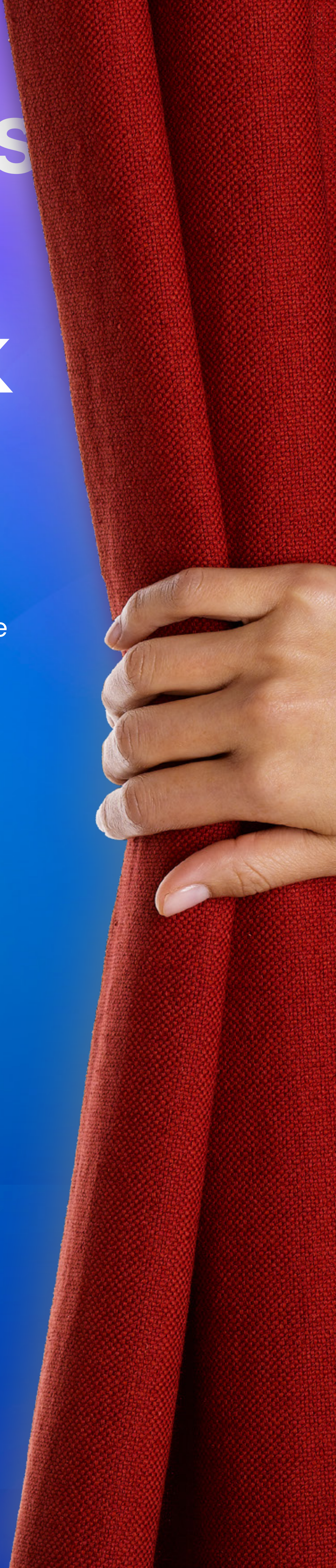
"The ability to harness data and exploit AI's potential is going to be the difference between the winners and losers in the market," he says.

Team members
from US tech giant
Informatica

> “In this new era, AI and ML knowledge is power”
>
> **GREG HANSON,**
> GROUP VP AND HEAD
> OF EMEA NORTH,
> INFORMATICA

“This is particularly the case in supply chains, where organisations increasingly need the agility to react in real-time to dynamic requests, quickly responding to supply chain shocks or black swan events.”

Greg highlights that adoption of AI and ML remains in its early stages, with most global supply chains still only harnessing these technologies to streamline and improve the “low-hanging-fruit challenges” they face, such as generating a single, 360-degree view of supplier profiles.



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More widespread and deeper adoption will not suddenly happen overnight, as demonstrated by research from EY and HFS which found just 7% of businesses have successfully implemented Gen AI into their operations.

Meanwhile, 62% have had to reassess their projects altogether.

The same report showed that, even among those already rolling out Gen AI, only 28% have achieved a "low -human-touch" supply chain, while half have achieved end-to -end visibility.

Greg's professional opinion is one supported by countless other technology experts – that AI and ML can only be as successful as the data feeding it.

He continues: "To realise the transformative powers that these two powerful technologies offer, organisations will first need to ensure they have the solid data foundations in place."

How Coupa is leveraging AI

Coupa is no stranger to harnessing the power of AI to enhance its operations and provide a first-class service to customers, even branding itself as an AI-driven total spend management platform.

FANG CHANG

TITLE: **EVP AND CHIEF PRODUCT OFFICER**

COMPANY: **COUPA SOFTWARE**

INDUSTRY: **SOFTWARE DEVELOPMENT**

LOCATION: **LOS ALTOS, CALIFORNIA**

Fang Chang is EVP and Chief Product Officer at Coupa, where he drives product strategy and roadmap across Coupa's AI-driven platform that connects supply chain, procurement and finance. With more than 25 years of experience in the software industry, Fang previously held leadership roles at Intuit, Macromedia and Adobe.

Its community-generated AI empowers companies to make smarter, more profitable business decisions and improve operating margins, leveraging insights from US$6tn worth of direct and indirect spend data across a global network of more than 10 million buyers and suppliers.

Crucially, Coupa's AI continuously learns to predict, prescribe and automate actions, integrating across the platform to enhance supply chain visibility, future-proof operations and mitigate risks.

Shedding light on how Coupa's AI-powered capabilities are enhancing global supply chains, Fang adds: "Our Supply Chain Prescriptions solution identifies and prioritises the highest cost drivers in the supply chain, offering actionable insights to reduce expenses and carbon emissions.

"By providing stakeholders with enhanced scenario management data, businesses can make informed decisions, optimise transportation routes and validate cost-saving strategies through digital twin technology.

"This tool transforms data analysis into strategic work, ensuring efficient and sustainable operations."

Coupa's outstanding work in the AI space continues at pace, with a host of additional AI-driven automations announced throughout this year, including at the Coupa Inspire conferences in Las Vegas and Vienna.

These innovations are set to support businesses by increasing payment automation, optimising workflow processes and creating more profitable buying experiences.

COUPA'S LATEST AI INNOVATIONS

Coupa is continuing to pour resources into advancing its AI capabilities.

The organisation has rolled out a series of exciting innovations and solutions throughout 2024, which are set to help businesses achieve the following:

- Increase payments automation: New accounts payable (AP) automation features extract invoice data from scanned documents, instantly digitising the invoice. AI features also automatically assign tax code rules to invoices, further reducing the need for manual entry and shortening cycle and approval times.
- Optimise workflow processes: New purchase, supplier, contract and sourcing event requests can be auto-assigned to users based on custom settings for each business. Teams have improved visibility and control over their approval queue, improving time management and freeing bandwidth to tackle more strategic projects.
- Create more profitable buying experiences: New Coupa App Marketplace integrations with Tonkean and Tropic take the friction out of the buying experience for employees. With intelligent intake orchestration, buying is intuitive. Employees are guided to make smarter decisions that can accelerate more profitable outcomes for the business.

AI eases supply chain data management

Advances in AI and ML are allowing Informatica to bring intelligence and automation into the data arena.

For example, its Gen AI application, CLAIRE GPT, enables customers to use conversational prompts to effortlessly access, understand and use datasets.

It means companies can effectively manage supply chain data from disparate sources and create a trusted foundation of reliable, clean, well-governed data, thus improving wider operations.

Greg references a public health organisation, responsible for ensuring the availability of safe and effective medicine throughout the entire drug lifecycle, as a high-profile beneficiary.

"They've been empowered to create a 360-degree view of a drug's lifecycle, from inception, research, manufacturing and regulatory changes through to marketing.

"This includes visibility of the global drug supply chain, product ingredients, suppliers and facilities, bringing them into one trusted view. It empowers the organisation to gain visibility into all aspects and touchpoints and ensure their integrity, enabling them to respond to changes in supply and demand and, ultimately, save lives."

The future of AI in supply chain

Greg's take is that supply chains are on the cusp of major changes, with the firms behind them increasingly grappling with regular disruption and expected to decarbonise at pace to comply with global sustainability reporting requirements.

> "To realise the transformative powers these technologies offer, organisations must first ensure they have solid data foundations in place"
>
> **GREG HANSON,**
> GROUP VP AND HEAD OF EMEA NORTH, INFORMATICA

Enter AI and ML, which, over the coming years, look set to aid forecasting and planning while increasing visibility, traceability and transparency.

"In this new era, AI and ML knowledge is power," Greg goes on. "For example, supply chain managers can forecast product demand based on historical sales and market trends or run 'what if' stimulations to prepare for unexpected events and better understand discrepancies in the supply chain.

"Enhanced visibility allows for sustainable decisions on a day-by-day basis, so companies can proactively address issues and optimise their environmental operations responsibility rather than simply reporting historically on what has happened.

GREG HANSON

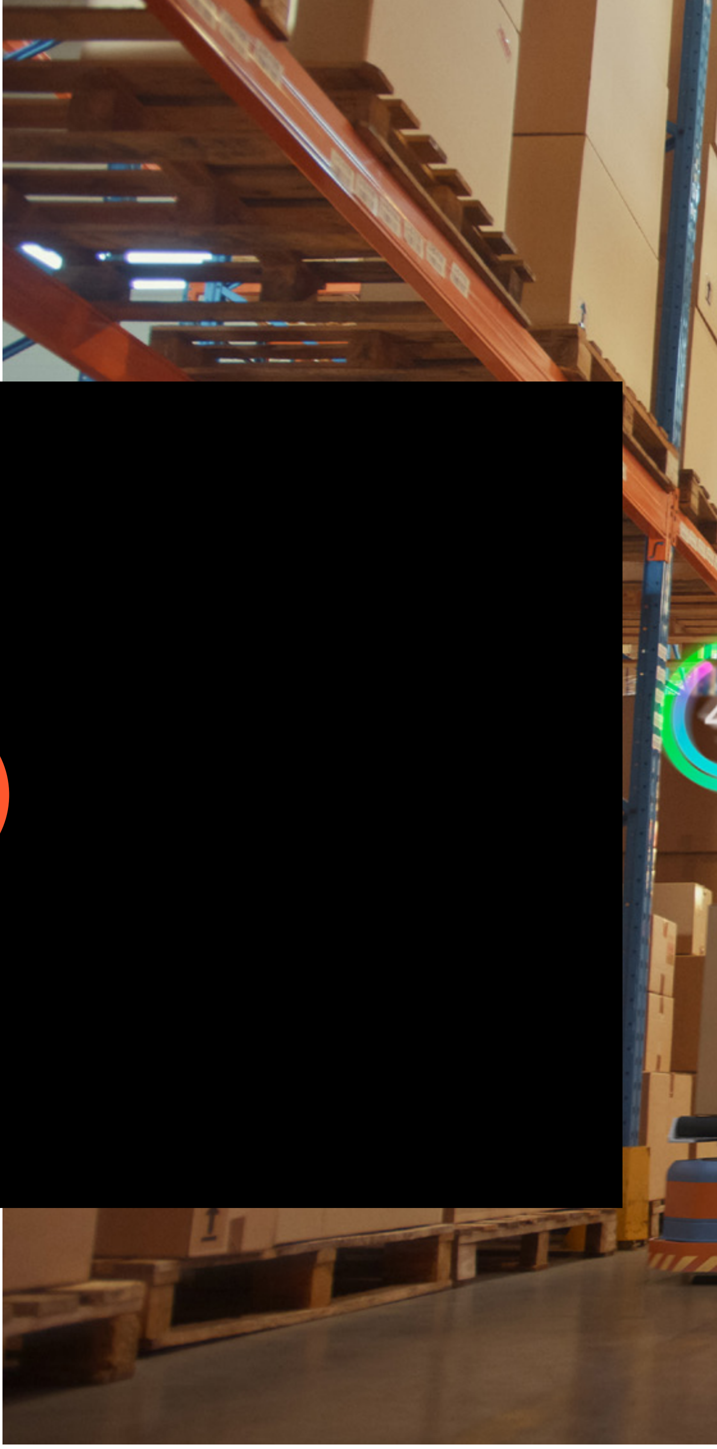
TITLE: **GROUP VP AND HEAD OF EMEA NORTH**

COMPANY: **INFORMATICA**

INDUSTRY: **SOFTWARE DEVELOPMENT**

LOCATION: **UK**

Greg Hanson serves as Group Vice President and Head of EMEA North at Informatica. He has been with the tech giant for almost the entirety of his career, joining in 2001 to become a Pre-Sales Consultant. Over the years, Greg has progressed through the ranks to assume a host of senior positions.



> “There will be an emphasis on improved integration so that AI and ML can more seamlessly integrate with existing systems”
>
> **FANG CHANG,**
> EVP AND CHIEF PRODUCT OFFICER,
> COUPA

“Businesses can also easily trace materials and inventory by supplier, to quickly see which suppliers are meeting sustainability goals and even view geographical regulatory requirements to improve their own business.”

Fang is largely on the same page. He says AI and ML will continue to play a central role in making supply chains more responsive and resilient, while there will be a focus on ensuring the switch to digitisation is more straightforward for businesses and suppliers.

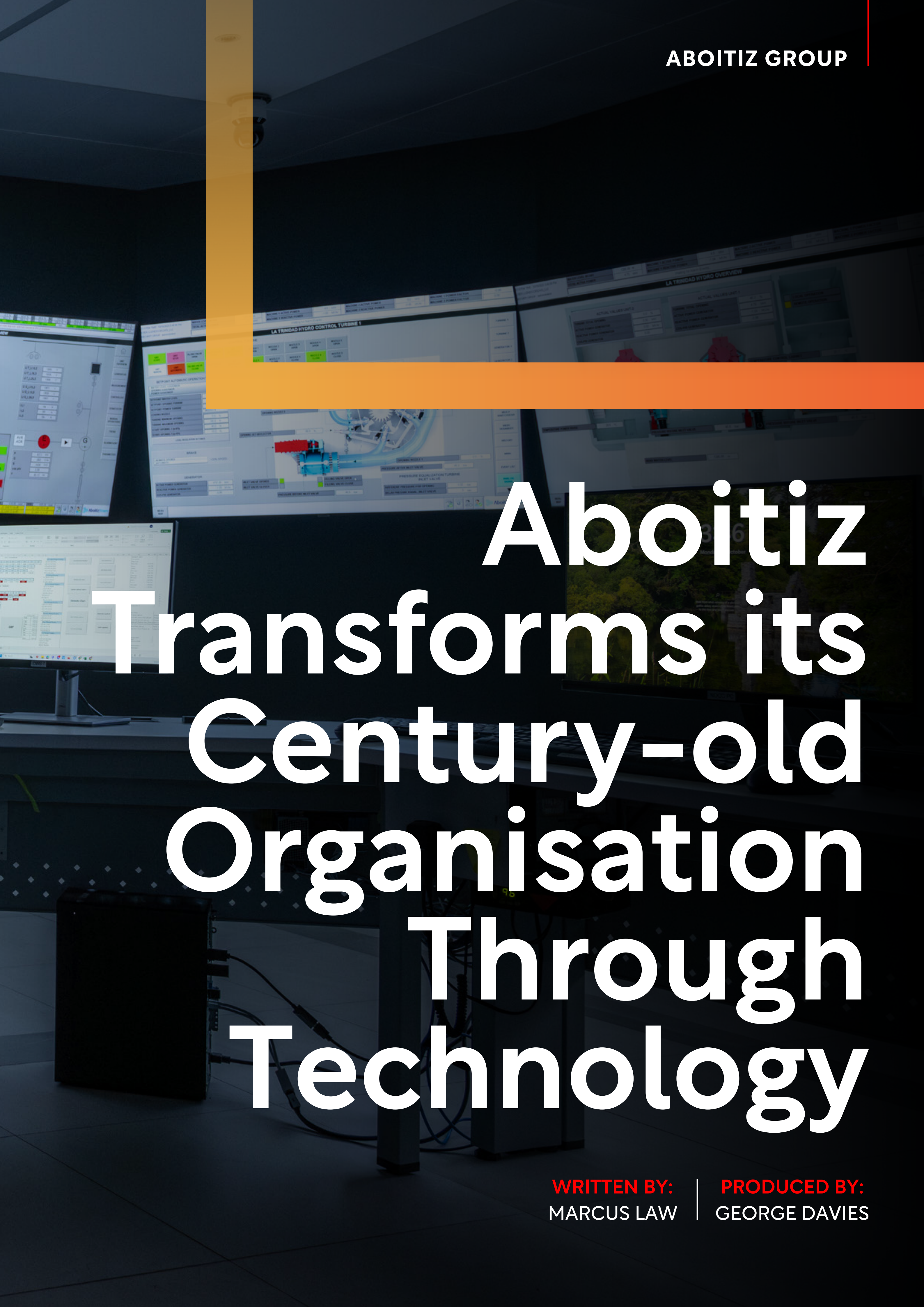
“We expect a continued focus on predictive analytics, allowing businesses to better forecast both demand and shortages brought on by geopolitical tension and the continuously-changing climate,” he adds.

“Additionally, there will be an emphasis on improved integration so that AI and ML can more seamlessly integrate with existing systems and take little to no technical expertise to deploy and use.”

Greg emphasises, however, that the data management foundation is critical to rolling out AI and ML capabilities, comparing it to the machinery used by manufacturers to make cars.

He concludes: “Companies that can effectively manage supply chain data from disparate sources – and create a trusted foundation of reliable, clean, governed data – can take advantage of the capabilities in AI and ML data management.”

NATIONAL OPERATIONS CONTROL CENTER
IRISAN 3 PLANT OVERVIEW



ABOITIZ GROUP

Aboitiz Transforms its Century-old Organisation Through Technology

WRITTEN BY: MARCUS LAW | **PRODUCED BY:** GEORGE DAVIES

How **Charmaine Valmonte** is steering a century-old firm's evolution from traditional infrastructure to AI-powered tech enterprise while maintaining security

The transformation of century-old enterprises into digital businesses has become a defining challenge of corporate strategy. In Southeast Asia, where traditional conglomerates maintain significant economic influence, this evolution carries implications for national infrastructure and development. The Aboitiz Group, with 44 business units spanning power generation, banking, food, land, and infrastructure, highlights this shift.

From its beginnings in Philippine agriculture, through shipping and maritime operations, to its current position managing critical infrastructure, Aboitiz has adapted to technological change. Today, the company positions itself as the Philippines' first "techglomerate" – integrating AI and data science across sectors that range from renewable energy to digital banking.

Securing this transformation falls to Charmaine Valmonte, Chief Information Security Officer at Aboitiz Equity Ventures. "We're using technology to accelerate and enhance innovation through our people," she explains, describing the company's shift from traditional operations to technology-enabled growth.

Operating at the scale of protecting systems that touch millions of lives across Southeast Asia, Charmaine brings military precision to this corporate mission. "I spent 21 years in the US Army as a signal officer, providing telecommunications, data and voice to our troops wherever we deployed, whether in the middle of the desert, Europe or Asia," she says. This background in military communications evolved into cybersecurity leadership as technology shifted. "We started in information security around 2001-2004. Back then it wasn't known as cybersecurity."

The stakes extend beyond corporate strategy. With interests from renewable energy to digital banking, the security of Aboitiz's systems impacts national infrastructure. The company aims for

CHARMAINE VALMONTE

TITLE: **CISO, ABOITIZ GROUP**

Valmonte is the chief information security officer at Aboitiz Group. Her specialties include information security, government liaison, IT program management, disaster recovery, IT security, risk and compliance, IT governance, security operations, and threat intelligence.

Charmaine
Valmonte,
CISO,
Aboitiz Group

a 50-50 split between renewable and thermal power capacity by 2030, while its financial services handle critical banking data. This combination of traditional infrastructure and digital transformation creates distinct security challenges, requiring new approaches to system protection.

The stakes of this transformation extend beyond corporate strategy. With interests from renewable energy to digital banking, the security of Aboitiz's systems impacts national infrastructure. The company aims for a 50-50 split between renewable and thermal power capacity by 2030, while its financial services handle critical banking data. "We drive change for a better world by advancing business and communities," Charmaine says.

Aboitiz's significant transformation

Aboitiz's path from agriculture to technology spans more than a century of Philippine economic development. The company began in farming, moved into shipping and maritime operations, and now operates across 44 business units. Yet its current transformation marks the most significant shift in its operating model.

"We have legacy businesses – power, banking, brick and mortar operations – but we're pivoting to digitisation," says Charmaine. This pivot manifests in concrete changes across sectors. The banking arm exemplifies this evolution, moving from traditional branches to cloud-enabled digital banking, powered by data science and AI.

AboitizPower:
Substation, Cayanga-
Bugallon Solar Farm

human >managed_

Data Catalog
Cloud Security
Fraud Management
SecOps Center (SOC)
Decision
DE.
Eradicate
Mitigate
Accept Risk
Remove
5
violations affecting critical assets
Insights
Intel
5 Public-facing Ingress Load Balancers with
I.
Review
Act
Action
A.
Initiate
3
steps to remediate violations
Confirm

Decision-Centric Operations with **Data-Driven Intelligence**

The Human Managed platform improves decision efficiency for cyber, risk, and digital operations for businesses in the age of data and AI.

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DECISION DILEMMA FROM INFORMATION OVERLOAD

Most modern digital businesses are united in one aspect: they want to leverage data to drive innovation, fuel growth and improve service. All business leaders also need to accept and plan for one trend: whatever the future of AI, there will be more data, not less.

The volume, velocity, and variety of data generated and stored are growing exponentially, estimated to reach more than 2,000 zettabytes by 2035. Oracle cites that more data leads to a 10x increase in the number and complexity of decisions business leaders and employees make every day. Alert fatigue, manual analysis, and indecision all contribute to operational inefficiency.

DECISION EFFICIENCY FROM DATA-DRIVEN I.DE.A.s

Leveraging data and AI to drive business value must be approached from both data and process levels. All businesses have unique data and processes, so the approach to data-driven outcomes must be contextualised for every business.

Human Managed is a cloud-native service platform for 24/7 cybersecurity, risk, and data operations with a mission to improve decision efficiency. Our platform processes data and generates custom intelligence, decisions, and actions (I.DE.A.) to protect and manage their digital assets. Some of our top solutions cover Cloud Security, SecOps Center (SOC), Fraud Management, and Data Cataloging.

DATA IN, I.DE.A. OUT

To get started customers simply need to select the cyber, risk and digital outcomes they want, and install the agent for the Human Managed Foundational Platform (hm.works) to receive or collect data for chosen outcomes. Customers can bring their own data source (BYOD) or go with standard software in the Human Managed platform.

Our Product Stack structures the data and runs cycles of analysis to generate personalised intelligence for selected use cases in Cyber, Risk, and Digital Workbenches. The Workbench platforms are domain expert systems that generate and serve customised insights for selected use cases.

Finally, our Intelligence Decision Action (I.DE.A.) platform delivers the outputs as a 24/7 service through custom report, notification, and dispatch. Customers can also explore and search their processed and contextualised data.

Join us in revolutionising decision-making and driving your business forward with confidence.

UnionBank
CitySavings
Services Offered:
- Cash Withdrawal
- Balance Inquiry
- Funds Transfer
- Bills Payment
- Pin Change
- Cash Deposit
Bank On Wheels

UnionBank Campus

The company's manufacturing operations now stretch across five Southeast Asian markets, while its infrastructure division manages multiple airports. Each sector incorporates technology not as an add-on, but as a fundamental operating principle. This creates what Aboitiz terms the 'techglomerate premium' – value generated through cross-sector technology implementation.

"We can develop different products, create synergies between the businesses, and learn from one another using technology and innovation to add more value," Charmaine highlights.

This approach requires significant cultural change. "Our CEO has said that to transform, it has to start with all of us as humans – we are the builders and beneficiaries."

The transformation extends beyond internal operations. Aboitiz's data science and AI arm develops models for government, healthcare and financial services. In power generation, the company deploys AI to expand renewable energy operations, targeting equal distribution between renewable and thermal capacity within six years.

The scale of change demands new approaches to infrastructure.

> “The old way of doing things when we were system-focused is no longer applicable”
>
> **CHARMAINE VALMONTE,**
> CISO,
> ABOITIZ GROUP

“We’re moving away from analogue to digital mills using AI and robotics in our plants,” says Charmaine. “Infrastructure now means understanding how we can utilise new technology in cement production and water supply services.”

This transformation creates distinct technical challenges. The company must maintain security and operations across both legacy systems and new digital infrastructure. “In cloud environments, we understand that it’s easy for the organisation to bring up an instance, take in a serverless application, take in a function as a service,” notes Charmaine. “The old way of doing

ABOITIZ AT A GLANCE

- From agriculture roots to Philippines' first techglomerate
- Operates across power generation, banking, manufacturing and infrastructure
- Present in five Southeast Asian markets
- Moving from traditional to cloud-enabled digital banking
- Implementing AI and robotics in manufacturing plants
- Goal of 50-50 split between renewable and thermal power by 2030
- Security strategy shifted from system-centric to data-centric approach
- Strategic partnerships with Palo Alto Networks for zero-trust architecture

things when we were system-focused is no longer applicable."

The results of this transformation appear in practical metrics. In financial services, AI models achieve 86% accuracy in detecting fraudulent accounts. In manufacturing, digital systems enable real-time monitoring across five countries. Each success reinforces the company's strategy of technology-led growth across sectors.

Changing the security paradigm

As Charmaine explains, the shift from physical infrastructure to cloud operations at Aboitiz necessitated a fundamental change in security strategy. "Previously, we used to think of security in terms of how

Aboitiz InfraCapital: industrial business

many systems you have, where you store your data and how you compute," she says. "But when you flip that story over, you're using data versus systems because at the centre of everything is data points."

This transition reflects broader changes in enterprise computing. With workloads distributed across cloud platforms, traditional perimeter-based security measures have proven insufficient. Aboitiz operates across multiple cloud service models, making system-centric approaches obsolete. "Being system-centric will not work today," Charmaine states. "It's important to understand where your data points are."

The company's security team implemented this shift through continuous monitoring of data movement. Their platform tracks data points across the enterprise, identifying patterns and detecting anomalies. When a new cloud system launches or a configuration changes, the monitoring system flags potential security implications immediately.

"If there is a noncompliant configuration in our systems, perhaps in the firewall or cloud environment, we detect it through AI-powered monitoring," explains Charmaine. "These patterns serve as a base – if there is a deviation, there is a trigger or alert."

The speed of business transformation creates specific security challenges. Aboitiz likens the process to 'changing the tyre while the car is moving.' Security teams must protect new digital initiatives without impeding business growth. This requires constant adaptation of security models.

"The organisation may pivot, align, take on mergers, acquisitions, or centralise, decentralise," says Charmaine. "There are many pivots that create an evolving computing environment. That becomes your challenge, but it's also an opportunity because we build around this requirement."

The data-centric approach provides flexibility during transformation. Rather than securing specific systems, the team focuses on protecting data flows. This allows business units to adopt new technologies while maintaining security standards. The approach proves particularly valuable during mergers and acquisitions, where different technology stacks must integrate securely. "We need to protect the organisation as we're going down the road," Charmaine notes. "Both threat actors and your organisation will continue to grow and move. Understanding this reality shapes our security strategy."

AI as an augmented intelligence partner

At Aboitiz, AI serves as a force multiplier for security operations. "We call it augmented intelligence because at the base of it is a human, but we use AI to do what humans cannot," says Charmaine.

The company's implementation of AI in financial fraud detection demonstrates the potential of this strategy. Their system identifies mule accounts – legitimate accounts controlled by criminal networks – with 86% accuracy. "In the financial world, accounts can be taken over by syndicates or used by attackers," explains Charmaine. "Our AI models allow us to proactively identify money laundering activities."

Identity management represents another key application of AI at Aboitiz. The system builds baseline patterns of user behaviour, then flags deviations automatically. "If someone connects at three in the morning and that's not their usual pattern, they get bumped out of the system," says Charmaine. "They can't access internal files because they're not connecting during their baseline period."

This behavioural analysis extends beyond time-based patterns: the AI correlates data across multiple systems, tracking how users interact with data and how information moves through

> "We're using technology to accelerate and enhance innovation through our people"

CHARMAINE VALMONTE,
CISO,
ABOITIZ GROUP

Aboitiz Data Innovation: Data Science and AI

the enterprise. When anomalies appear, the system can trigger automated responses or alert human analysts.

"The collection, analysis and correlation between data streams cannot be done by humans today," notes Charmaine. "It has to be augmented with deep learning or machine learning capability."

The company maintains this balance between automation and human oversight through clear delineation of roles. AI handles data correlation, pattern recognition and initial threat detection. Security professionals focus on investigating alerts, developing new detection models and understanding emerging threats.

"We use automation for the menial tasks and AI for the data sets," Charmaine explains. "This allows our professionals to continue learning new technologies and how to secure emerging systems."

Building for the future

Aboitiz's technology transformation relies on strategic partnerships to accelerate implementation.

Tsuneishi –
ship building

KOMATSU
ABOITIZ CONSTRUCTION
GD 535

Aboitiz Construction

WATCH NOW
Aboitiz CISO Leads
Philippine Giant's
Digital Transformation

"We look into projects that the organisation will require a year or two from now, not today," says Charmaine. "You're trying to learn if your partner allows you to scale and experiment with new ideas."

The company works with Palo Alto Networks to implement zero-trust network architecture, replacing traditional VPN systems. This partnership provides AI-enabled threat detection capabilities across the enterprise. Human Managed, meanwhile, delivers asset visibility and cyber intelligence platforms – enabling the correlation of security data across monitoring systems.

"These partners are integral to our success," explains Charmaine. "They provide the technologies we need, the expertise on technologies we want to learn, all with the goal of protecting the organisation and its stakeholders."

This partnership approach extends to Aboitiz's infrastructure investments. The company secured contracts to operate three airports, adding to its existing aviation portfolio. In the power sector, investment focuses on renewable energy expansion. "We're putting significant funding and resources into providing a clean energy portfolio," says Charmaine. "We want a 50-50 balance between renewable and thermal capacities by 2030."

Data science and AI applications vary by sector. In power generation, AI optimises renewable energy operations. The financial services division uses AI for fraud detection and risk assessment. Manufacturing facilities implement AI and robotics to modernise production processes.

"We're using AI across sectors – power, banking, food, infrastructure," notes Charmaine. "The organisation's next step is to understand how we use technology to advance and enable business growth."

Aboitiz Foods
– flour partner

> **“The only way to survive is to really transform”**
>
> **CHARMAINE VALMONTE,**
> CISO,
> ABOITIZ GROUP

Aboitiz: Journey to a tech-driven enterprise

The transformation of a century-old conglomerate into a technology-driven enterprise requires methodical execution balanced with willingness to experiment. “The only way to survive is to really transform,” says Charmaine. “You’re moving away from analogue systems, implementing AI and robotics, understanding how to utilise new technology across traditional sectors.”

For Aboitiz, this transformation manifests in concrete metrics: 86% accuracy in fraud detection, contracts for three new airports, progress toward 50% renewable energy capacity. Yet the technical implementations remain secondary to cultural change.

“The main goal is to align technology initiatives with organisational objectives,” explains Charmaine. “We need to foster resilience while enabling growth.” This balance between security and

Aboitiz Land: Seafront

innovation shapes the company's approach to digital transformation.

The security team's military-derived expertise proves relevant to corporate digital defence. "In both contexts, you need to understand your environment, adapt to changing conditions, and protect critical assets," notes Charmaine. "The technology changes, but the principles remain consistent."

Aboitiz's experience demonstrates how traditional enterprises can leverage technology to create new value. The company's strategy of treating technology as a core capability rather than a support function offers a model for other organisations navigating digital transformation.

"We see technology as a means to advance business and communities," Charmaine concludes. "The challenge lies in securing that advancement while maintaining the trust of our stakeholders."

EVOBITS IT: RESHAPING DATA CENTRE INFRASTRUCTU IN EASTERN EUROPE

WRITTEN BY:
AMBER JACKSON

PRODUCED BY:
LEWIS VAUGHAN

RE

EvoBits IT Founder **Silviu Balaci** explains how the company has overhauled its offerings to support growing AI data centre demands across Eastern Europe

The rapid advancement of AI applications has created unprecedented demand for specialised computing infrastructure across Europe.

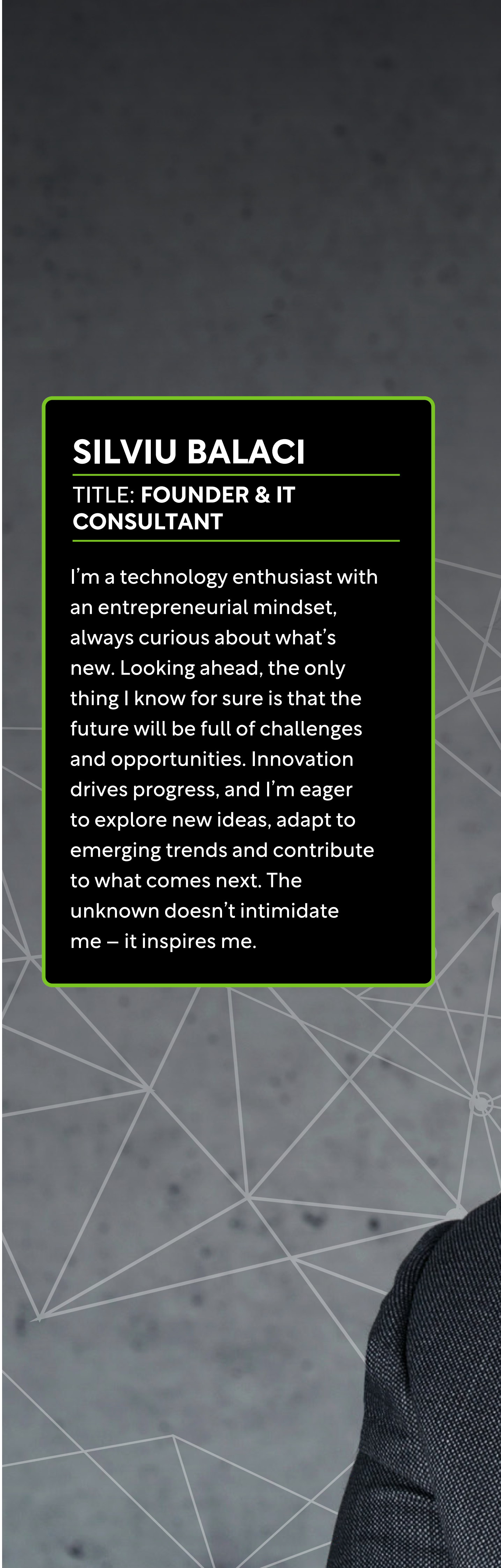
With well-established data centre hubs across the FLAP-D market (Frankfurt, London, Amsterdam, Paris and Dublin), which only continue to expand, the next wave of AI infrastructure development is starting to emerge in other locations across Europe, including Romania.

The country is committed to expanding its digital infrastructure and connectivity capabilities, with its power availability and skilled technical workforce providing ample opportunities for growth. Capitalising on this growing trend is EvoBits IT, a company that is currently managing over 900 AI servers to meet growing demand for AI.

EvoBits IT has been on quite a journey since it was first founded and now seeks to provide the essential infrastructure for businesses to power ahead in the digital transformation revolution.

From crypto to AI: A strategic evolution

EvoBits' path towards the data centre market has been marked by calculated



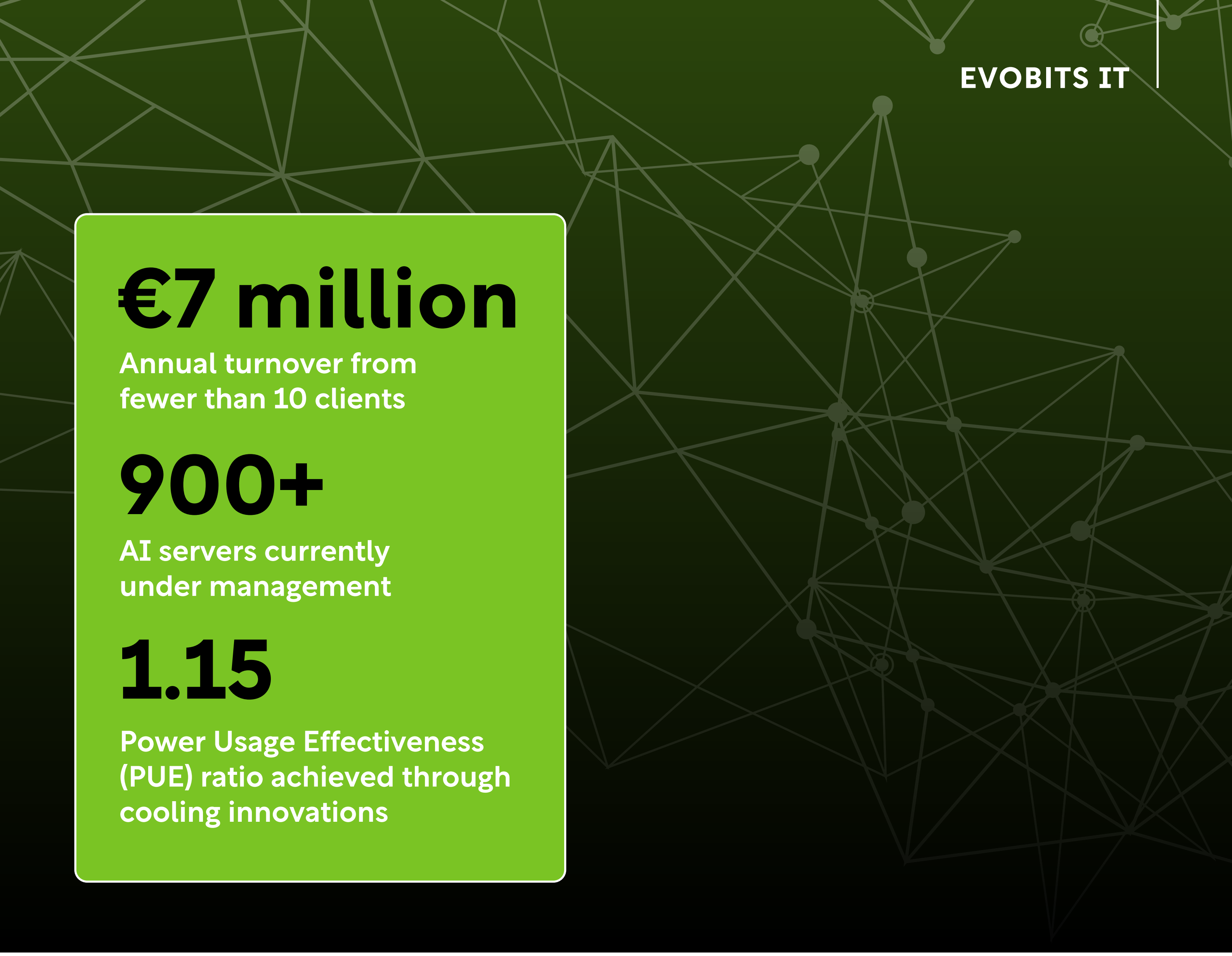
SILVIU BALACI

TITLE: **FOUNDER & IT CONSULTANT**

I'm a technology enthusiast with an entrepreneurial mindset, always curious about what's new. Looking ahead, the only thing I know for sure is that the future will be full of challenges and opportunities. Innovation drives progress, and I'm eager to explore new ideas, adapt to emerging trends and contribute to what comes next. The unknown doesn't intimidate me – it inspires me.

Silviu Balaci,
Founder & IT
Consultant,
EvoBits

Row of racks with
Supermicro servers



€7 million

Annual turnover from fewer than 10 clients

900+

AI servers currently under management

1.15

Power Usage Effectiveness (PUE) ratio achieved through cooling innovations

shifts in its business focus. First founded in 2014 as a software development firm, EvoBits IT first started engaging with data centres during the cryptocurrency mining boom of 2017.

“We started initially as a programming company, focusing solely on software development for the first few years. Then we moved into the data centre business, starting with hosting during the cryptocurrency boom in 2017-2018,” says Silviu Balaci, founder and IT consultant at EvoBits IT. “Between 2020 and 2021, we moved completely to the data centre business. Starting in 2020, we stopped all external software development services. We’re no longer doing software development except in extremely rare cases when clients specifically request it.”

In 2021, Silviu sold his shares but remained with the company as a consultant in a role equivalent to Chief Technology Officer, managing business direction and technical strategy. This restructuring ultimately positioned the company for its next phase of growth in the AI infrastructure market.

Such a deliberate strategic move coincided with growing demand from AI startups seeking managed infrastructure services. More data centre power is required to support business demand for emerging technologies like AI and cloud computing, which has caused the market – particularly in Europe – to swell.

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Building a New Datacenter or AI Server Cluster?

Most traditional Datacenter builders are not used to the requirements of AI servers. By leveraging our experience in this area, we can help you go around the common pitfalls and mistakes so that you get it right from the first try! From Datacenter Design, to Network Design, to Server Configuration, we can help with the entire chain right to deployment.

AI SERVERS AS A SERVICE

Advanced AI Server Deployments – From Enterprise GPUs to Consumer GPUs

Evobits Information Technology is a leading Romanian IT company renowned for its expertise in designing and managing advanced datacenters and AI infrastructure.

Leveraging strategic partnerships with AMD and Supermicro, Evobits delivers robust, scalable solutions that address the demanding needs of modern enterprises.

Specialising in AI server deployments, Evobits offers a wide range of configurations to suit various workloads. Our expertise spans enterprise-grade GPUs such as Nvidia's B200 —designed for intensive AI and machine learning tasks— to high-performance consumer GPUs like the Nvidia GeForce RTX 4090. This flexible approach allows businesses to harness powerful AI capabilities without compromising on cost or performance, whether through dedicated AI clusters for large-scale operations or tailored configurations for specialised projects.

In addition to cutting-edge AI solutions, Evobits demonstrates high proficiency in constructing and operating multi-megawatt datacenters, including a state-of-the-art 3MW facility. Engineered for optimal power efficiency and operational reliability, these datacenters exemplify Evobits' commitment to innovative, sustainable IT infrastructure. With deep technical expertise and strong industry partnerships, Evobits stands as a trusted partner for enterprises seeking to leverage advanced AI and datacenter solutions to drive business growth.

https://evobitsit.com

EVOBITS
INFORMATION TECHNOLOGY

SECURITY AND COMPLIANCE MEASURES

Evobits' security and compliance measures include pursuit of a SOC 2 certification, whilst also implementing network isolation to separate critical systems from general infrastructure.

The company's Internal security practices include encrypted storage of sensitive documents, requiring virtual private network access with two-factor authentication plus additional encryption passwords.

"Even our internal sensitive data, such as invoices, are encrypted and require VPN access with two-factor authentication, plus an additional password for decryption," says Silviu. "We considered ISO 27001 but opted for SOC 2 because most of our largest clients are from the US and SOC 2 is more important to them."

Power distribution cables inside the data centre

An early client of EvoBits IT after this strategic rebrand was Stability AI, an organisation responsible for AI image generation technology.

The company's approach to hardware deployment now differs from standard industry practice. While purchasing pre-built servers for high-end requirements, EvoBits IT assembles many AI servers in-house and also incorporates desktop-level central processing units (CPUs) for enhanced single-core performance that can take place throughout the data centre. To overcome the main disadvantages of using desktop-level CPUs, this assembly involves custom power distribution boards and PCIe switches, components that manage power delivery and data transfer between computer parts.

"To become competitive with the bigger companies, we had to do something different," explains Silviu. "For the high-end servers that cost hundreds of thousands of dollars, we still purchase those, but for smaller AI servers, we actually assemble them ourselves."

> **“FINDING AVAILABLE POWER ESSENTIALLY DETERMINES OUR LOCATION OPTIONS”**
>
> **SILVIU BALACI,**
> FOUNDER & IT CONSULTANT,
> EVOBITS

This infrastructure supports a concentrated client base, as EvoBits IT currently has fewer than 10 clients. However, it has managed to generate a turnover of approximately €7 million (US$7.29m) over the last year.

Able to maintain its clear focus on data centre infrastructure, the company is looking to expand its facilities, which include a new two-megawatt (2MW) Tier III certified data centre and an 18MW modular liquid-cooled data centre.

Keeping AI cool

The technical requirements for AI computing have also prompted innovations in cooling system design. For EvoBits IT, its experience in cryptocurrency mining operations has proved valuable in this task, as the company is successful in managing high-density computing environments.

"We discovered that traditional data centre design standards don't fully apply to AI systems. Typically, you'd calculate cooling based on thermal units that need dissipation, with a standard ratio of airflow per thermal unit," Silviu explains. "With AI systems, the required airflow is significantly higher than what thermal dissipation calculations would suggest."

The company's current facility implements strict airflow management protocols, including aisle containment systems that separate hot and cold air paths. These systems are informed plans for the new facility, having shaped the design of smaller server clusters with both hot aisle containment and raised floor cold aisle containment – systems that direct cool air to equipment and remove heated air efficiently.

EvoBits IT also employs indirect evaporative cooling, a system that uses water evaporation to remove heat without mixing outside air with the data centre's internal environment. This is able to achieve a Power Usage Effectiveness (PUE) ratio below 1.15, meaning overhead energy consumption adds less than 15% to computing power consumption.

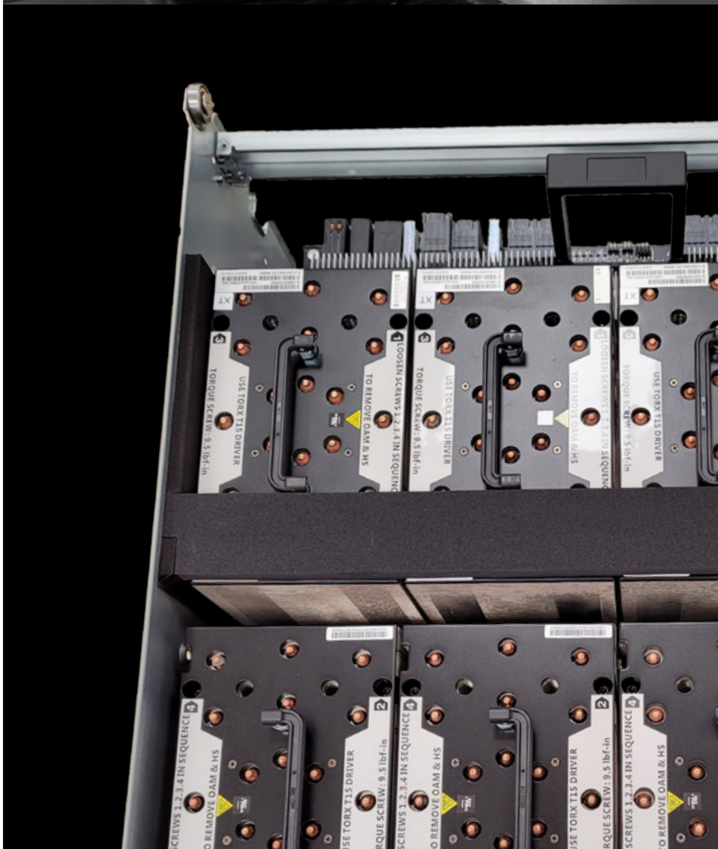
The company has proposed a modular 18MW facility which would be developed with help from global chipmaking leader Nvidia. Liquid cooling technology would be incorporated into the data centre's design and support between 150 and 200 kilowatts (KW) per rack. This power density exceeds typical air-cooled systems, which handle 5-15KW per rack and the facility would be built to Nvidia's specifications for its world-leading GB200 and future graphics processing unit (GPU) models.

"Working with Nvidia on their future needs has been a huge confidence boost – having them reach out to us about our new data centre was incredible," Silviu says.

However, infrastructure development at this scale can be challenging depending on the region. Geographical challenges have required EvoBits IT to establish transport lines with points of presence in Bucharest and multiple dedicated 100-gigabit connections. Part of these plans include establishing a direct point of presence (PoP) in Frankfurt, Germany in H1 2024.

"Finding available power essentially determines our location options," Silviu notes. EvoBits evaluates two potential locations: one near its current main office and another in an industrial park 15 kilometres away, with the industrial park selected for immediate power availability.

The company's position north of the Carpathian mountains in its home city of Cluj-Napoca meant that it also needed to invest greatly in fibre optic infrastructure to bolster its ability to connect successfully to the rest of Europe.



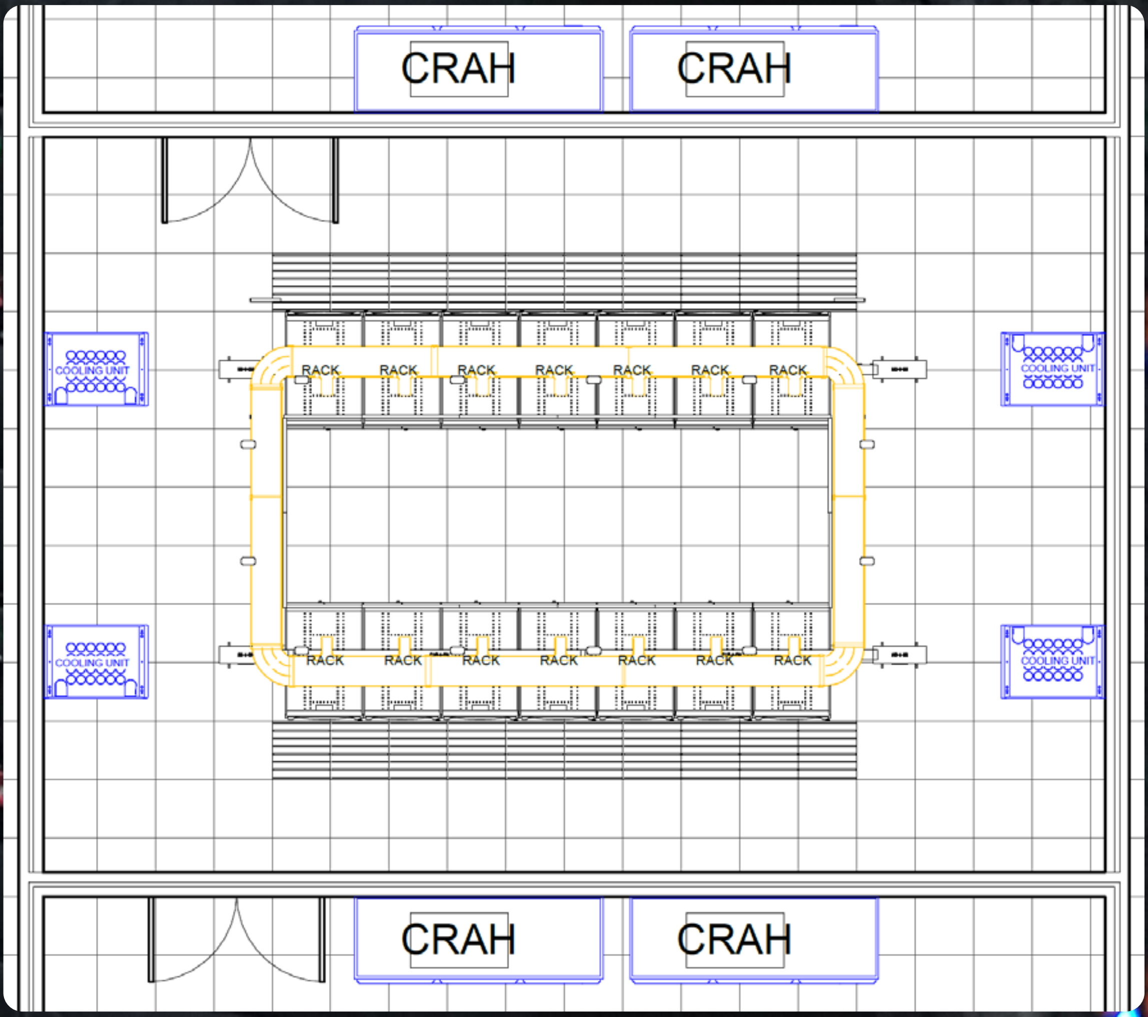
“TO BECOME COMPETITIVE WITH THE BIGGER COMPANIES, WE HAD TO DO SOMETHING DIFFERENT”

SILVIU BALACI,
FOUNDER & IT CONSULTANT,
EVOBITS

"We're located in Romania's second-largest city, but it's not a popular area for data centres. All major fibre routes go through the southern part of the country, while we're in the central-north region, divided by the Carpathian mountains," Silviu adds.

"Our location choice isn't ideal for a data centre connectivity – it's more of a pride thing. But we love this city, our employees want to continue living here, and we can overcome the disadvantages by building our own infrastructure" Balaci adds.

> **"WE DISCOVERED THAT TRADITIONAL DATA CENTRE DESIGN STANDARDS DON'T FULLY APPLY TO AI SYSTEMS"**
>
> **SILVIU BALACI,**
> FOUNDER & IT CONSULTANT,
> EVOBITS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Keeping your partners close

In order to support its continued growth in the European data centre market, EvoBits IT maintains a strong network of partnerships with three primary suppliers, including Innova Engineering, who support the design and build of EvoBits data centres, whilst also helping to address the specific challenges of AI infrastructure.

"We have worked together since 2017," Silviu explains. "They're flexible and willing to consider different approaches, even though they build many traditional data centres that don't face the same challenges we do. They treat us as knowledgeable partners, which isn't always easy to find."

Likewise, long-term partner and IT giant Supermicro provides EvoBits with server hardware through a relationship strengthened by joint project presentations, whilst IT distributor ASBIS handles component distribution across Eastern and Central Europe.

> **“WORKING WITH NVIDIA ON THEIR FUTURE NEEDS HAS BEEN A HUGE CONFIDENCE BOOST – HAVING THEM REACH OUT TO US ABOUT OUR NEW DATA CENTRE WAS INCREDIBLE”**
>
> **SILVIU BALACI,**
> FOUNDER & IT CONSULTANT,
> EVOBITS

3MW Data Room:
seven aisles, 300 racks

These close-knit partnerships form part of the core ethos of EvoBits IT.

“As a company, we’ve faced significant challenges, including once coming close to bankruptcy, but we’ve overcome every obstacle and continued growing,” Silviu shares. “What sets us apart is our philosophy of operating more like a family than a company, even with our customers.”

With this in mind, the company provides server demonstrations without charge and maintains flexibility regarding payment terms and bandwidth usage.

“We provide demo servers for free, work with customers when invoices can’t be paid on time, and are flexible with bandwidth overages because our goal is to grow together,” explains Silviu. “During our rough times, our partners showed us the same understanding. For example, Innova Engineering, our data centre construction and maintenance provider, suspended payments for six months while still performing all necessary work. That’s why we maintain such close relationships with our providers and clients.”

Keeping a sustainable focus

Looking ahead, EvoBits IT has grand plans to focus on the sustainability of its data centres. As its operations grow across Eastern Europe, Silviu explains the company is eager to prioritise integrating renewable energy.

For instance, the company intends to install solar panels with battery storage systems, which will aim to help it achieve energy independence during the summer months. The battery systems will employ chemistry designed for over 10-year operational lifespans, enabling electricity use from storage during periods of high grid price. This builds on existing efficiency measures that EvoBits IT has in place, including its optimised power infrastructure sizing to reduce transmission and conversion losses.

In the long-term, EvoBits IT is hoping that its investments into infrastructure will put the company at an advantage, particularly given rising energy prices across Europe in the wake of the Covid-19 pandemic.

The company has plans to further expand in Romania and establish facilities in the western region and Bucharest to create what Silviu calls a "triangle" of certified data centres.

"We are doing this for environmental reasons, but also because we look at the next five years rather than just the next quarter," Silviu explains. "Being a private company, we focus on long-term viability and being sustainable is ultimately also more profitable." ○

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Regional Club Games
RUNNING
Selected 08:00:01
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Hours
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SECURING T

Inside Brightcove’s Security St

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MARCUS LAW

PRODUCED BY:
LEWIS VAUGHAN

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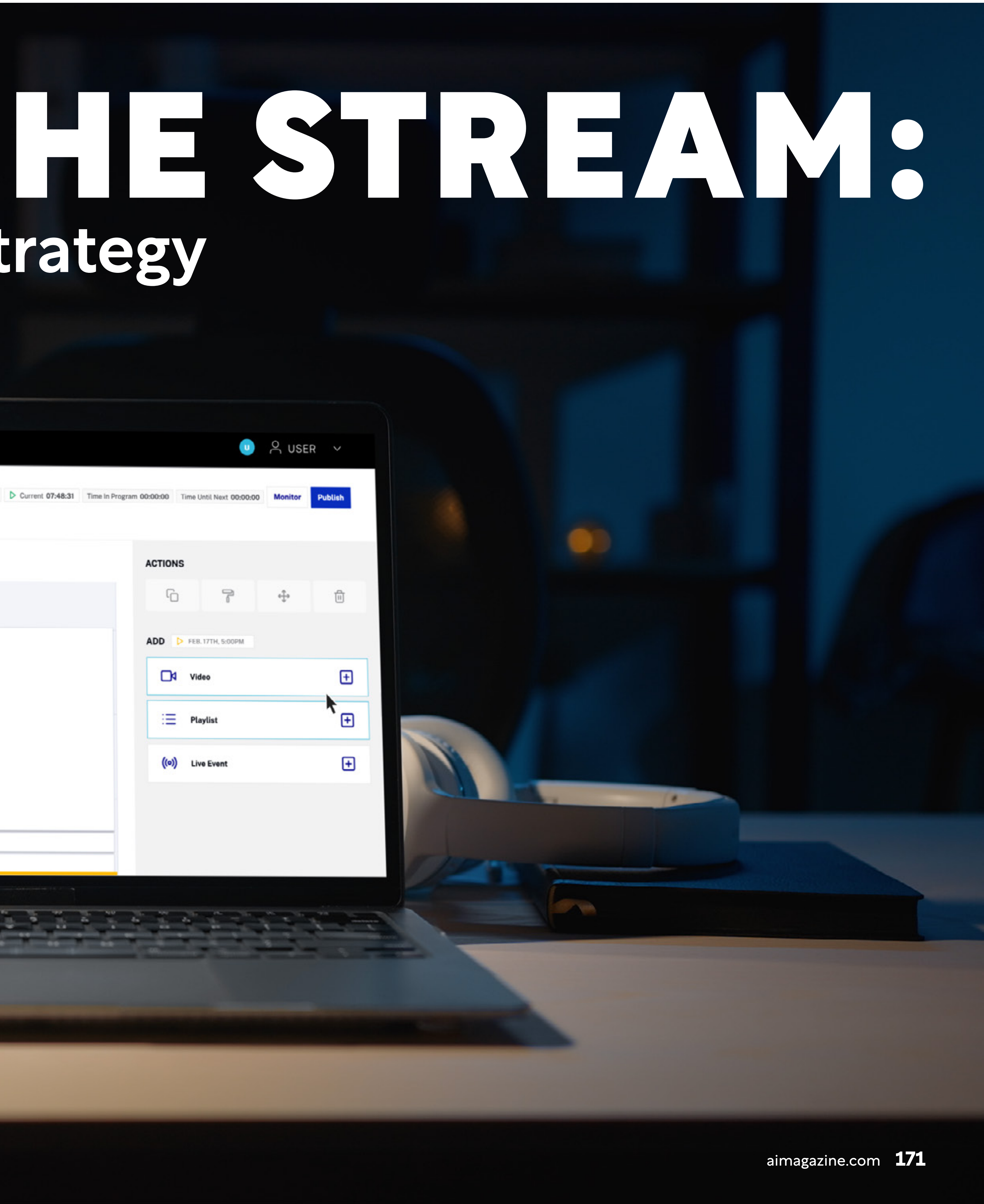
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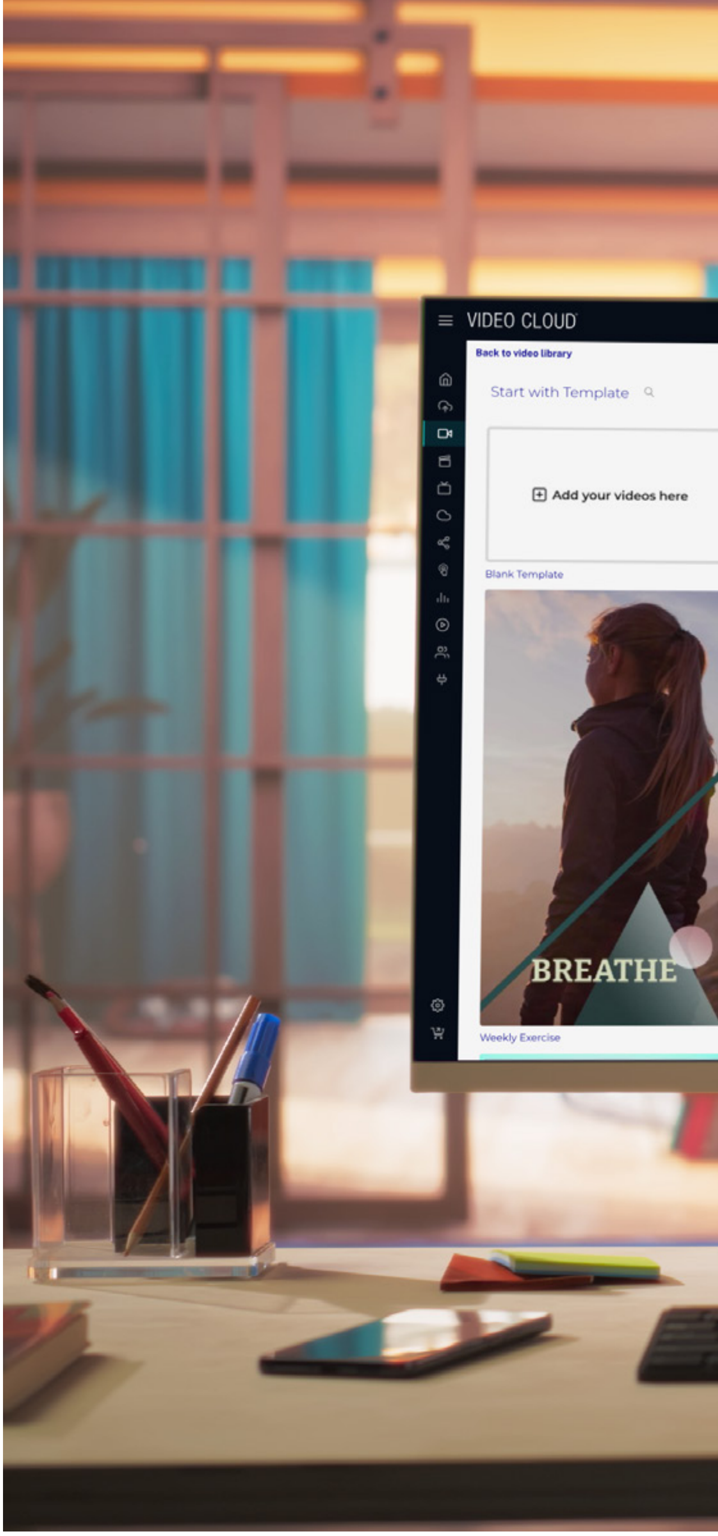
Karen Holmes, Head of Business Security at Brightcove, on how the global video streaming platform balances security with excellent user experience

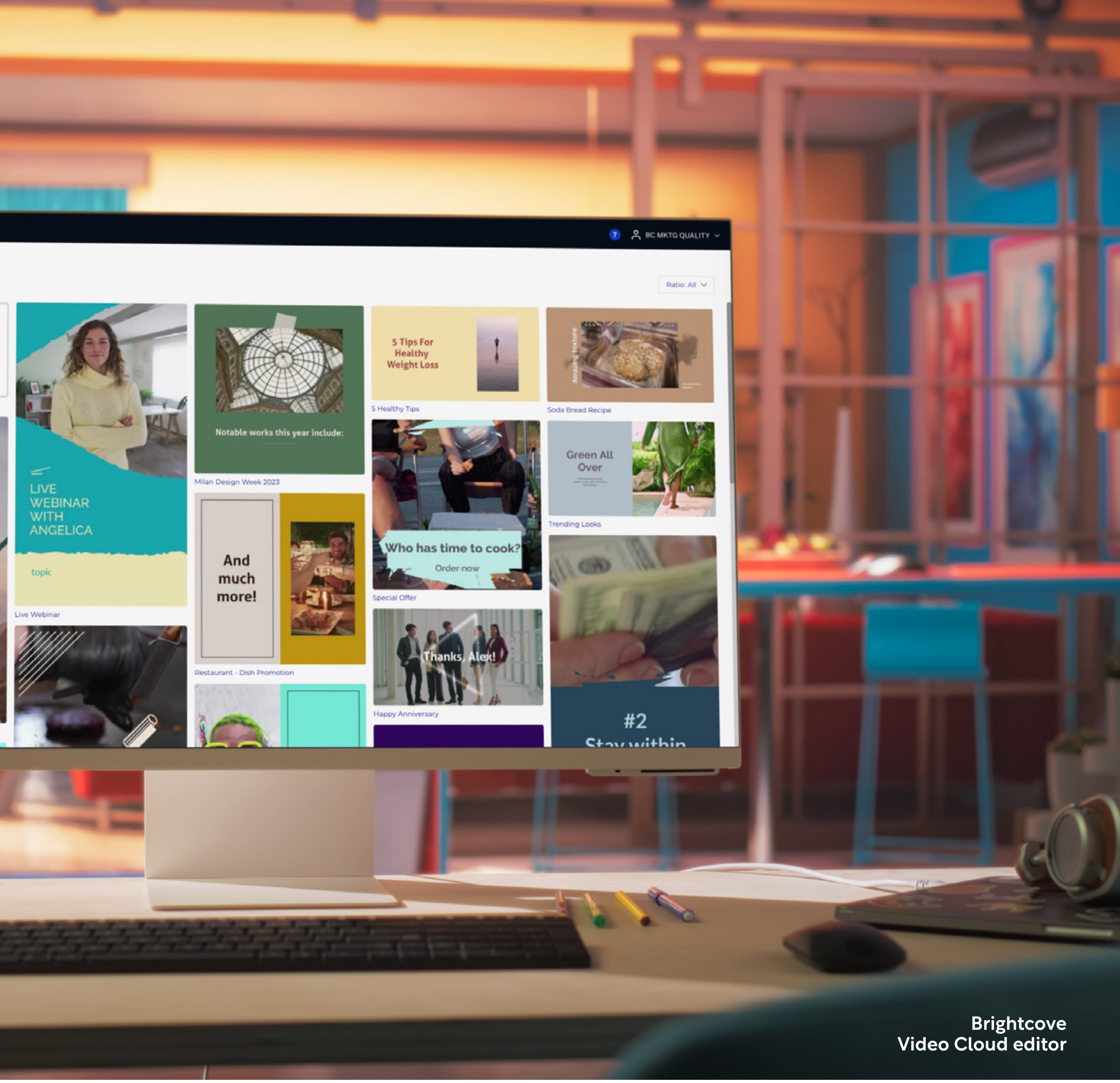


The global shift to remote work has transformed video streaming from a convenience into critical infrastructure. Enterprises now depend on video platforms for everything from employee training to customer engagement, while media companies deliver content to millions of viewers worldwide. This evolution brings new security challenges: content must be protected from piracy, user data safeguarded and streaming quality maintained in the face of increasingly complex cyber threats.

These challenges converge at companies like Brightcove, which operates a video streaming platform for companies in more than 60 countries. After winning two Technology and Engineering Emmy Awards for innovation, Brightcove has focused on developing security frameworks that can scale across global networks while maintaining the performance demands of video delivery.

At the helm of this security operation is Karen Holmes, Head of Business Security at Brightcove. Her path to securing streaming media wound through military service and financial compliance.

"Cybersecurity found me rather than me pursuing it," Karen says, describing her progression through Sarbanes-Oxley legislation and GLBA compliance before entering the streaming sector. "I have five children, so I know how to catch people doing bad things. I realised this really fed into my normal life – that combination of ADD and OCD that you need to keep 27 balls in the air and not drop a single one."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5 Healthy Tips
Amazing texture
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Who has time to cook?
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And much more!
Restaurant - Dish Promotion
Thanks, Alex!
Happy Anniversary
#2

Brightcove
Video Cloud editor

> “The days of getting an alert, waking up, getting coffee, and then investigating – those days are gone. You have to have tools in place that respond in an automated fashion”

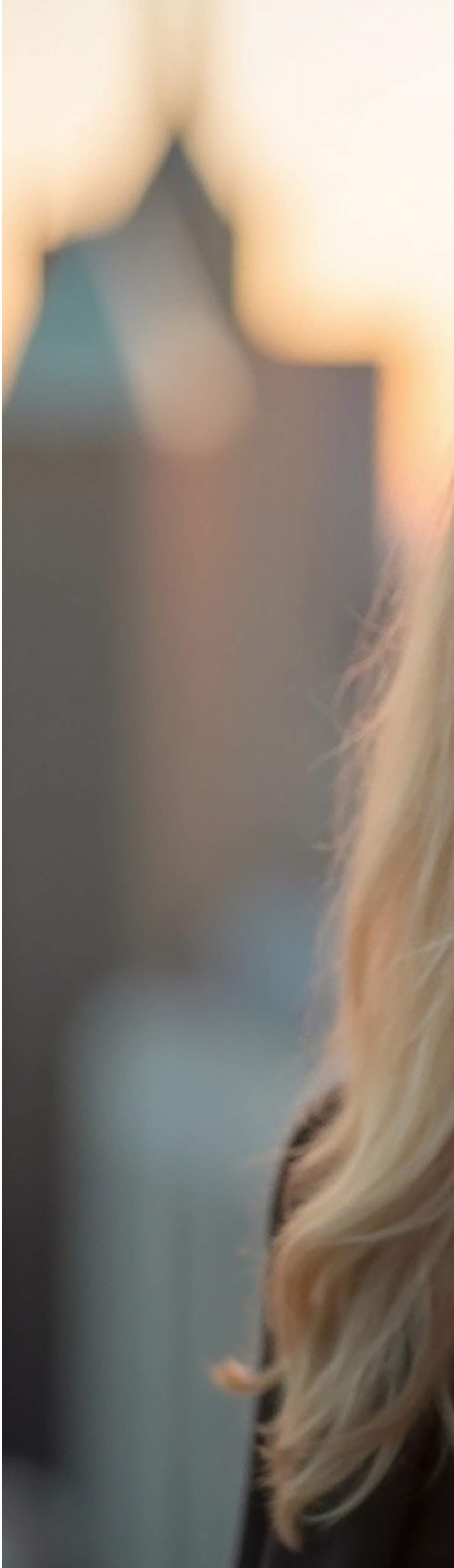
KAREN HOLMES,
HEAD OF BUSINESS SECURITY,
BRIGHTCOVE

KAREN HOLMES

TITLE: **HEAD OF BUSINESS SECURITY**

Karen Holmes is a veteran cyber security and infrastructure leader on a mission to drive automation and orchestration. She focuses on improving overall seamless and secure user experiences while creating an innovative atmosphere of "I have a crazy idea that just might work". In addition to her role as the Head of Business Security at Brightcove, Holmes also serves as a Director on Kitsap Credit Union's Board of Directors and has twice been named on the list of Global 100 Leaders in InfoSec. Karen's deep industry experience includes roles at companies like TrueBlue INC, Recreational Equipment Inc., Carnival Corporation, Holland America Lines and Washington Mutual/JP Morgan Chase.

The challenge facing streaming security teams extends beyond traditional cybersecurity concerns. Video platforms must balance content protection with accessibility, manage varying compliance requirements across territories and ensure seamless delivery while maintaining robust security controls. For companies like Brightcove, this means developing security frameworks that can adapt to both emerging threats and evolving business needs.



Karen Holmes,
Head of Business Security,
Brightcove

BRIGHTCOVE
FULL STREAM AHEAD

Brightcove's Boston headquarters

The unique security landscape of video streaming

Video streaming security presents distinct challenges from traditional content delivery. The infrastructure must protect both content and user data across global networks while maintaining streaming quality. Karen's previous role managing security for a cruise line offers perspective on these distributed systems.

"Cruise ships are floating data centres. They have WiFi, they're holding personally identifiable information, HIPAA data, and there are life safety issues with bridge systems," Karen explains. "Managing potential cyber events and incidents when you're working over satellites with ships all over the world is incredibly complex. Every day, your data centres are in a new place, and you're relying on good satellite coverage, while you have guests concerned about their internet speeds."

This experience with complex, moving infrastructure translates to Brightcove's global content delivery network, where security must function across

BRIGHTCOVE
FULL STREAM AHEAD

> “Cybersecurity needs to simply not be the power of no. The whole idea is to always find a way to yes and truly partner”
>
> **KAREN HOLMES,**
> HEAD OF BUSINESS SECURITY,
> BRIGHTCOVE

jurisdictions and technical environments. The company’s security framework centres on ISO 27001 certification, an international standard for information security management that enables consistent controls across borders.

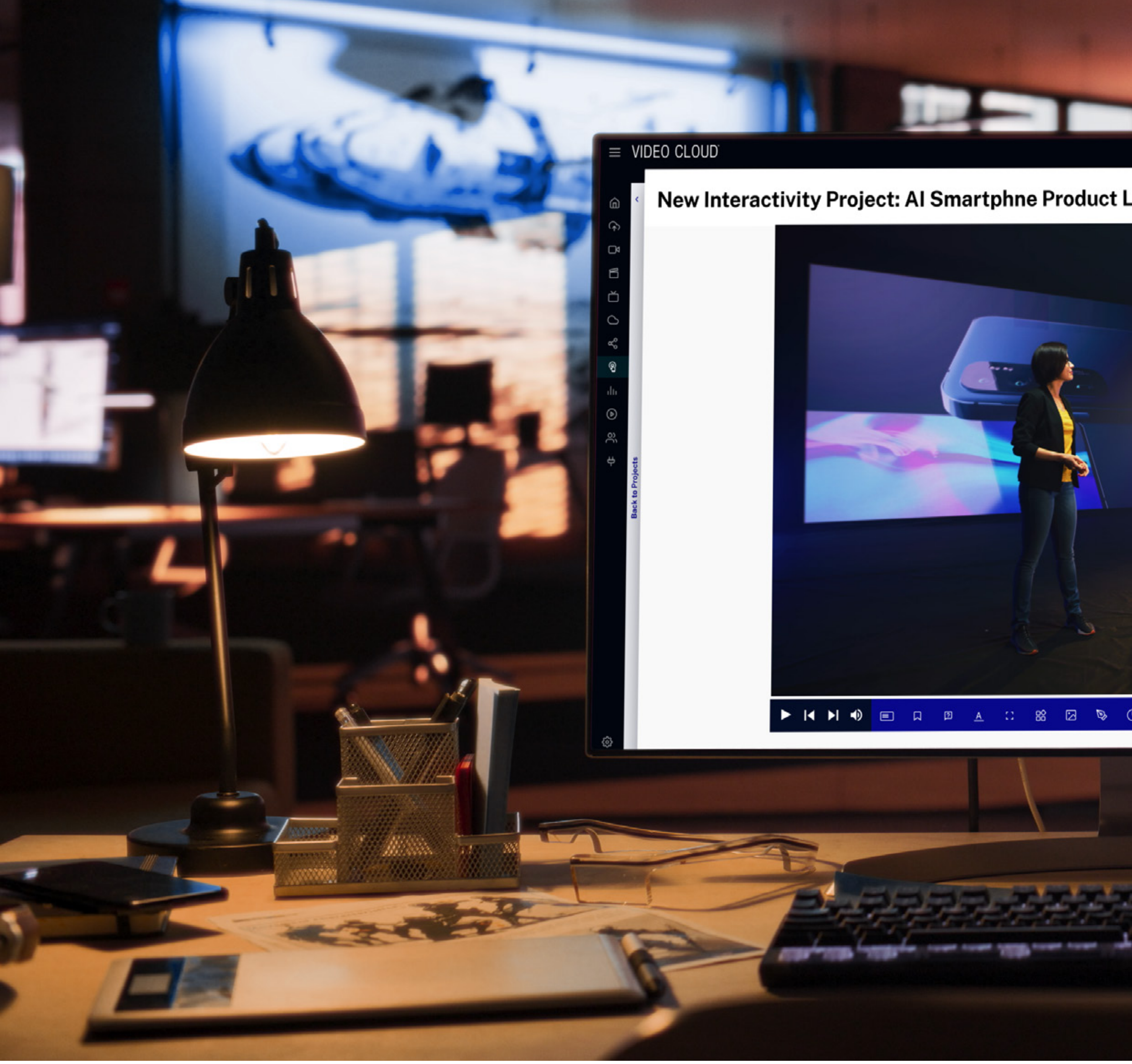
Having recently passed its ISO 27001 certification audit, the certification process required demonstrating security controls across all operations, from development to delivery.

“ISO is the basis of everything we do because we are an international company. If the NIST framework seems to make more sense for a particular customer, we can pull in components of a NIST framework. I’ve pulled in COBIT so we can understand the business processes we’re tying the security processes to.”

“For me, it’s about creating an equal playing field for security across everything that Brightcove does. Every engineer knows the security rules. By following an international standard like ISO – which is best practice for managing security – everyone knows what they should be doing. The easiest way to secure data is to gather what you need for the purpose you need it, gather nothing else, and delete the data when you’re done with it.”

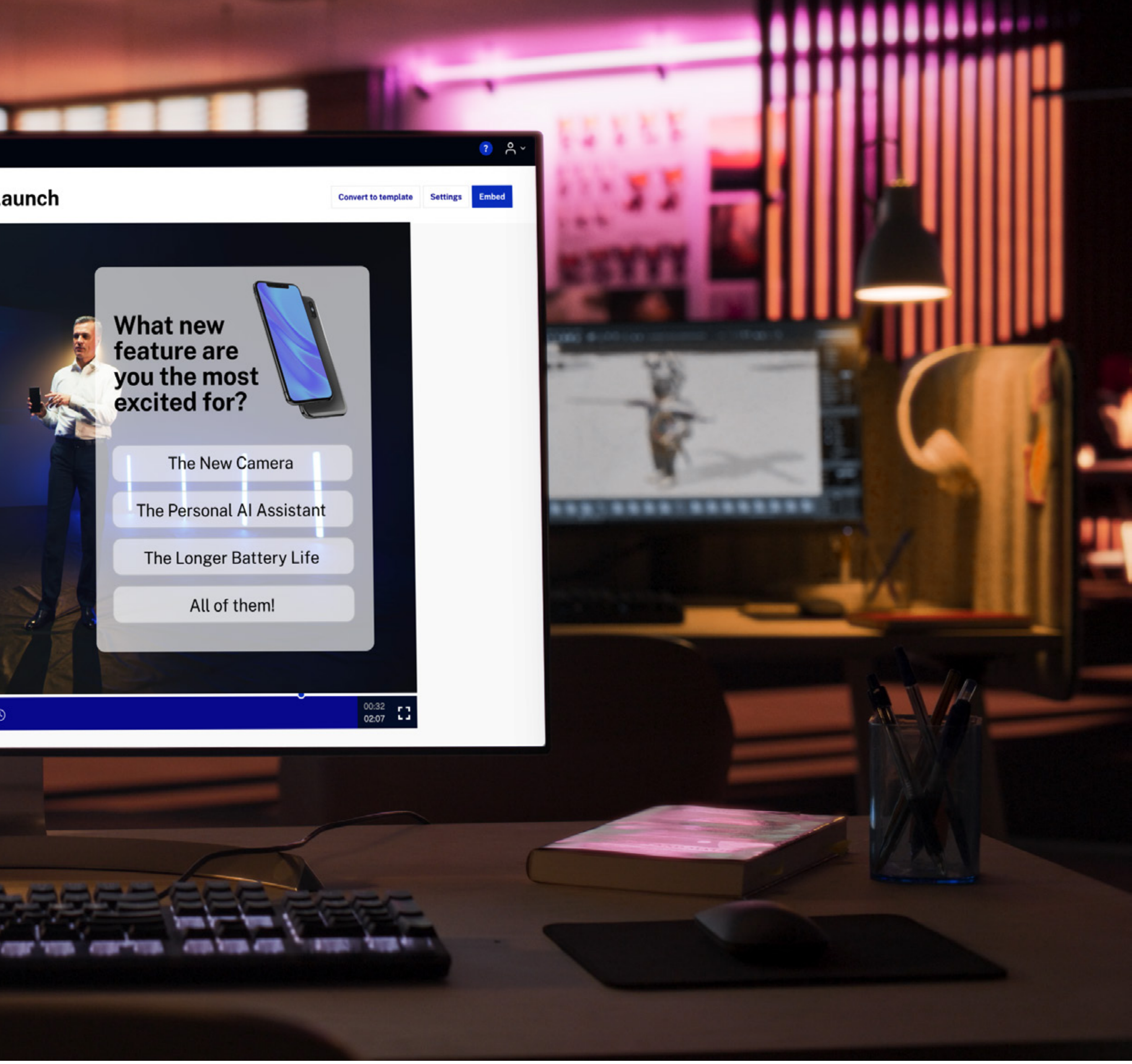
Building a security-first culture

Brightcove’s approach to security integration reflects a deliberate cultural



shift away from traditional, siloed security models. The transformation begins with a fundamental principle: security cannot be an obstacle to business objectives. "Cybersecurity needs to simply not be the power of no," Karen emphasises. "The whole idea is to always find a way to yes and truly partner. Security can't be the speed bump or the toll booth."

This philosophy manifests in early security involvement with product development. Rather than treating security as an afterthought, Brightcove integrates security considerations from the earliest stages of product conception. The recent launch of the company's AI suite demonstrates this approach in action. "My team was involved throughout the conversations about what it would and wouldn't do, along with legal," Karen explains. "There was amazing collaboration to put out this enabling tool for our customers."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The New Camera
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Securing the Stream: Inside Brightcove's Security Strategy

The results of this collaborative approach are evident in the strong partnerships formed across the organisation. "By adopting that 'there's always a way to yes' strategy, I have amazing partners inside the engineering organisation," Karen notes. "I'm included in their meetings and project planning. My team can do assessments and point out potential problems before something goes into production."

Central to this success is creating an environment where teams feel safe discussing security concerns. Karen has established clear principles for cross-departmental collaboration: “It’s about building robust processes that stretch across departments and understanding this is a safe place. Let’s fix the problem, not fix blame.” This approach builds trust and encourages open communication. “Once people realise they can trust you and you’re not there in an adversarial relationship, it really helps.”

This collaborative approach is particularly crucial in software development, where security needs to be considered from the start. “If you’re not baking security into what you’re doing and you’re trying to bolt it on later, you will fail,” Karen states. She challenges teams to think about the long-term implications of bypassing security measures: “I ask people: How can you not have time to do it right the first time, but somehow in six months you’re going to have time to go back and redo it? When you point that out, they usually get it.”

> **“Security can’t be the speed bump or the toll booth. We have to be a passenger in the car, moving at the same speed as everyone else and working with them”**
>
> **KAREN HOLMES,**
> HEAD OF BUSINESS SECURITY,
> BRIGHTCOVE

This balance between security requirements and development pressures requires constant attention. "People want to do the right thing immediately, but there's also development pressure on the other side," Karen acknowledges. The solution lies in maintaining continuous engagement: "By really being in the car with them and partnering with them the whole way, they don't see you as something holding them up. They start talking to you during ideation, which is foundational to the process."

Technical infrastructure and response

Brightcove's technical security infrastructure relies on integration between specialised tools. The company partners with SentinelOne for endpoint protection, Wiz for cloud security, and Mimecast for email security.

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THE NUMBERS BEHIND BRIGHTCOVE

- Operating in **60+** countries worldwide
- **Two** Technology and Engineering Emmy® Awards for innovation
- Founded in **2004**

"You cannot expect engineers to be logging into 27 different dashboards and manually correlating what that data means," Karen explains. "Everything must be about interoperable tools and automation that can respond in nanoseconds."

The incident response framework emphasises rapid engagement and automation. "We follow the basic incident handling framework that everyone uses – there's no secret sauce in a technical response team, incident response team, and incident management team," Karen explains. "The tools need to be able to take action before you've woken an engineer up in the middle of the night – quarantine, drop a connection, then wake someone up to review it."

Annual breach tabletop exercises with executive and senior leadership ensure role clarity during incidents. These exercises simulate various attack scenarios, testing response procedures and communication channels. The security team maintains partnerships with external response firms, enabling rapid escalation when needed.

Emerging challenges and future focus

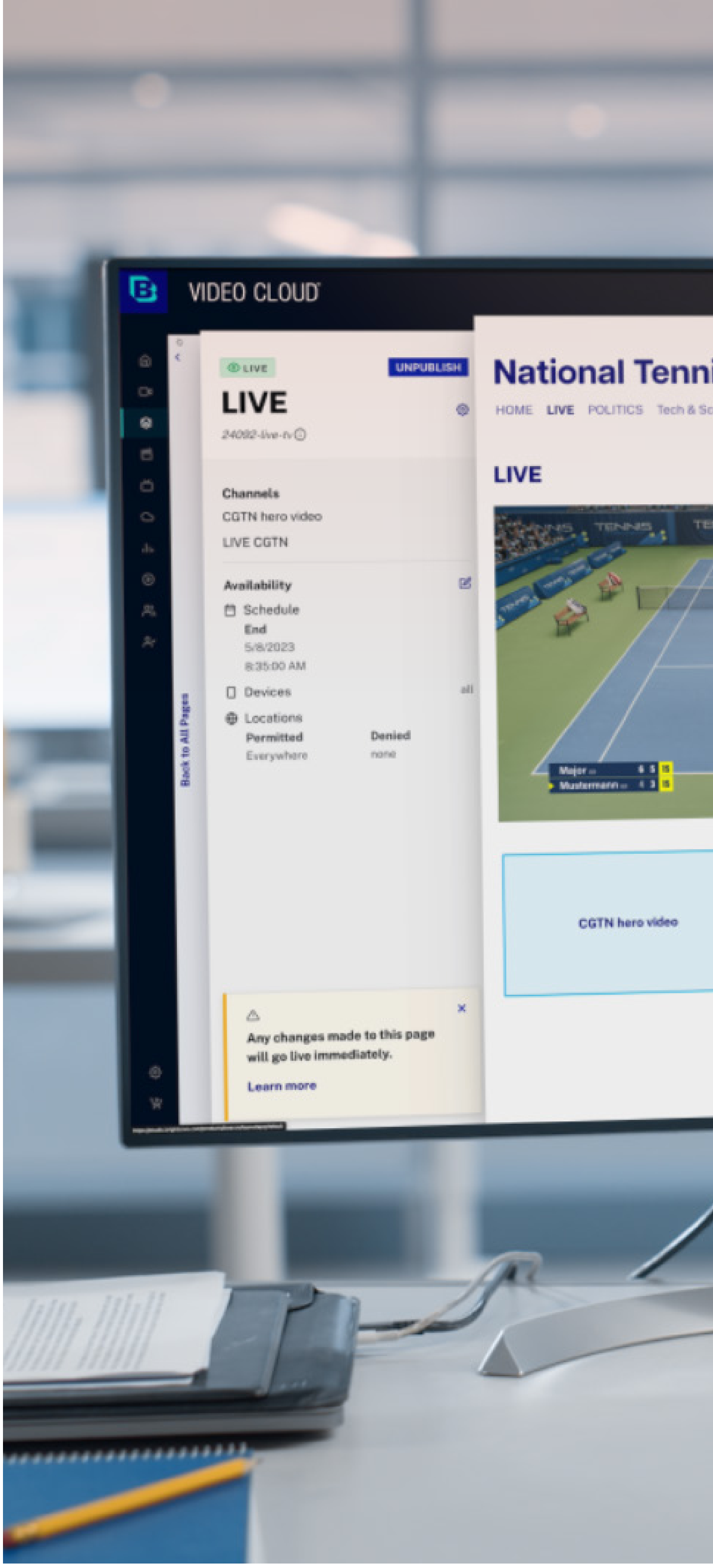
The emergence of AI presents new challenges for video streaming security. Karen identifies AI-powered threats as a priority: "ChatGPT is amazing, but not everybody using AI tools are peaceful hunter gatherers. Bad actors are using these too."

The business impact of security measures receives constant evaluation. "It's really about cost-benefit analysis – never spend $20 to protect a $1 item," Karen states. This calculation influences security resource allocation, particularly during high-value streaming events: "If we're live streaming a huge sporting event, that's a priority. When making load

> **“Once people realise they can trust you and you’re not there in an adversarial relationship, it really helps”**
>
> **KAREN HOLMES,**
> HEAD OF BUSINESS SECURITY,
> BRIGHTCOVE

balancing decisions for security, I’m going to focus on that live event, ensuring it’s streaming well, secure, and providing a great user experience, while all the best practices for ISO maintain the secure environment for all customer content at all times.

“Like all security professionals, I both fear a big security incident and get an adrenaline rush from handling one. We need to be able to correlate all that data in very few places where we can pull meaningful metrics and understand our mean time to detection and remediation. We work with partners like Softchoice, who do an amazing job. If I have a problem, they bring me options. I affectionately call it “vendor speed dating” where you’re evaluating different products, but utilising those partnerships to find the right fit for your organization. Build a robust process first, then find a tool that fits your process.”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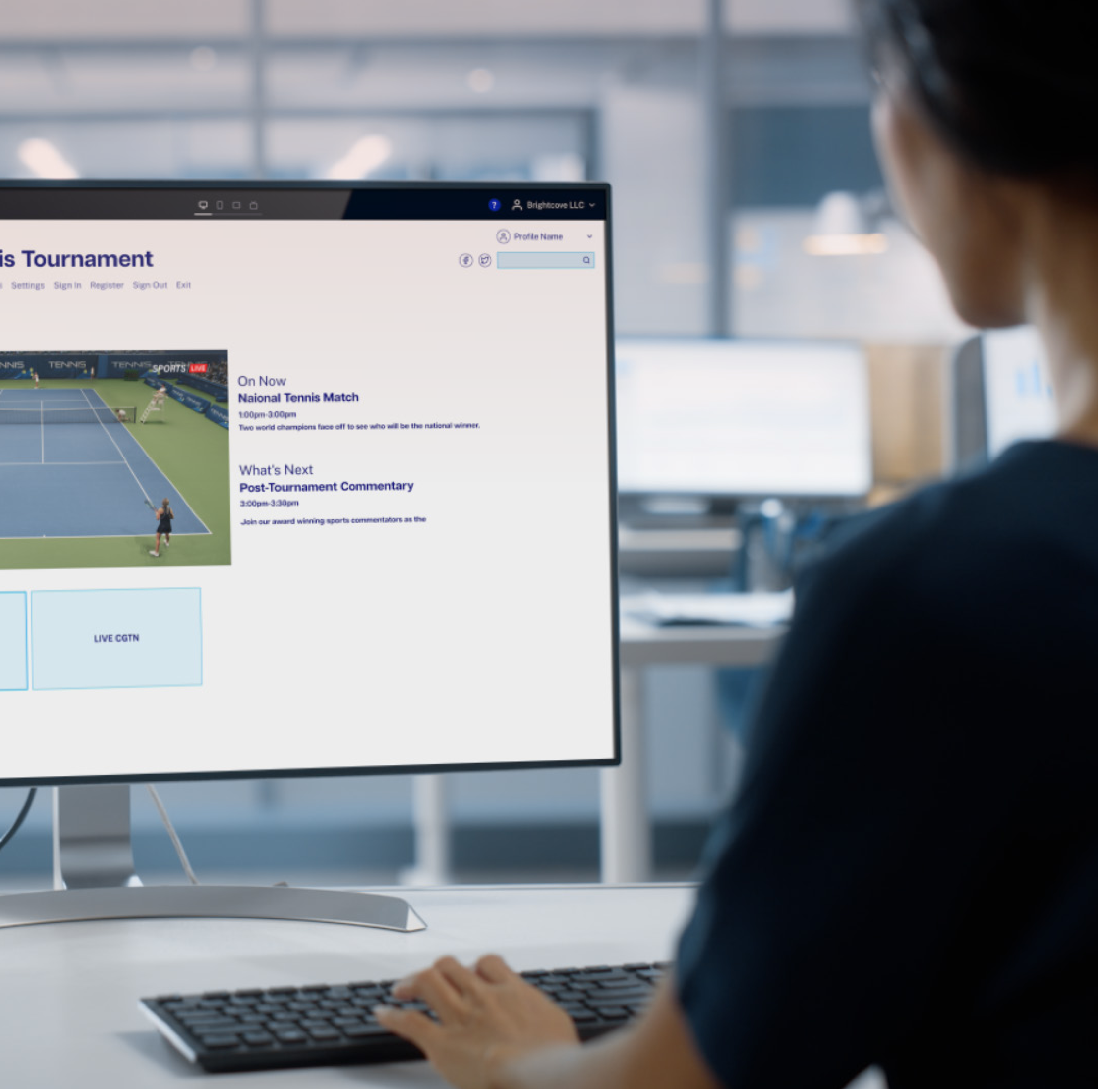
The future of streaming security

As artificial intelligence reshapes both threats and defences, Brightcove is adapting its security infrastructure. “We’re examining what AI our partners will offer to help respond faster to emerging threats,” Karen explains. “So much is going to change over the next couple of years because of AI that our partners will have to keep up.”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Post-Tournament Commentary
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Join our award winning sports commentators as the
LIVE CGTN

The pace of cyber threats has already transformed incident response. “The days of getting an alert, waking up, getting coffee, and then investigating – those days are gone,” Karen notes. “You have to have tools in place that respond in an automated fashion.”

In an environment of constant change, staying ahead of emerging threats requires constant vigilance.

“There’s always something new around the corner that we haven’t seen, so it’s about maintaining our established level of security as we grow and evolve,” Karen reflects. “People always ask what keeps you up at night, and my answer is ‘I don’t know what I don’t know.’ I read threat feeds before bed – it’s all about staying ahead of what’s coming next.” ○

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